



Board of Trustees
 1701 E. Front Street
 Traverse City, MI 49686-3061
 231.995.1010
nmc.edu

Mission | We deliver lifelong learning opportunities to transform lives and enrich our communities.

Meeting Agenda

Monday, October 19, 2026

Timothy J. Nelson Innovation Center

Room 106/107

3:00 p.m. Study Session (separate agenda)

5:30 p.m. Regular Meeting

GENERAL BUSINESS

- A.** Call to Order
- B.** Roll Call
- C.** Pledge of Allegiance
- D.** Review of Agenda and Approval of Additions, Deletions, or Rearrangements; Call for recognition of Conflicts of Interest (financial or otherwise)

REPORTS AND PRESENTATIONS

- E.** Faculty Report: Learning WITH AI—Stewart Jack, Business Instructor
- F.** Program Focus: Uncrewed Aerial Systems (UAS)
 Tony Sauerbrey, UAS Program Coordinator
 Scott Dennis, Certified Flight Instructor
- G.** FY26 Financial Audit Presentation—Andrews Hooper Pavlik

PUBLIC INPUT

Each person wishing to address the Board during public comment must be present and shall provide their name, address, city, phone, and issue to be addressed on a form provided prior to the meeting. The topic addressed should be related to business within the jurisdiction of the Board. Forms will be collected and given to the Board Chair prior to the call for order. Comments will be limited to (3) three minutes in length per speaker. The Board will take public remarks into consideration, but will not comment at the time of input.

UPDATES

- H. President's Update—*Nick Nissley, President*
- I. Board Chair Update—*Mark Keely*

CONSENT ITEMS (Pursuant to Policy A-105.00 Consent Agenda Items)

These items will be adopted as a group without specific discussion. When approving the meeting agenda, any Board member may request that a consent agenda item be moved to the regular agenda for discussion or questions.

Recommend that the following items be approved:

- J. Minutes of the September 28, 2026, study session and regular meeting
- K. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- L. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- M. Public Relations, Marketing, & Communications Report—*Diana Fairbanks, Associate Vice President, Strategic Communications and Change Initiatives*
- N. Advancement Report—*Megan Bylsma, Acting Vice President, Advancement*
- O. Building & Site Committee—*Kennard Weaver, Committee Chair*
- P. Executive Committee—*Mark Keely, Committee Chair*
- Q. Audit Committee—*Kennard Weaver, Committee Chair*
- R. Policy Committee—*Pam Horne, Committee Chair*

ACTION ITEMS

- S. **Acceptance of NMC Audit** (Pursuant to Policy A-106.00 Finance)
Recommend acceptance of the financial audit of Northwestern Michigan College for the fiscal year ended June 30, 2026, as presented.
- T. **FY28 Five-Year Capital Outlay Plan** (Pursuant to Policy A-106.00 Finance)
Recommend approval of the FY 2028 Capital Outlay Plan for submission to the Michigan Office of the State Budget as presented.
- U. **WNMC Federal Communications Commissions (FCC) Request** (Pursuant to Licensing Requirements)
Recommend authorization to apply for a Federal Communications Commission (FCC) signal expansion for WNMC.
- V. **Osterlin Architect** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into a contract with Cornerstone Architects for an amount not to exceed \$662,110, which includes base fees of \$575,000, a 10% budget contingency of \$57,500, FFE coordination of \$14,500, and estimated reimbursables of \$15,110.

W. Discontinuation of the AAS Degree in Engineering Technology--Computer Technology (Pursuant to Policy A-106.00 Educational Services)

Recommend authorization to discontinue the AAS Degree in Engineering Technology-Computer Technology.

X. New Jobs Training Agreements (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into the following agreements under the Michigan New Jobs Training Program (MNJTP):

- Stone House Bread (new)
- Great Lakes Stainless
- Hayes Manufacturing
- RJG Inc.
- Shoreline Power Services
- Superior Physical Therapy

REVIEW OF FOLLOW-UP REQUESTS

Confirm requests made by the Board that Require administrative follow-up information to be provided to the Board at a later date.

ADJOURNMENT

Upcoming Board Meeting Dates:

All Board meetings are open to the public.

November 23, 2026 - Timothy J. Nelson Innovation Center, Room 106/107

December 14, 2026 - Timothy J. Nelson Innovation Center, Room 106/107 ****Second Monday**

January 25, 2027 - Timothy J. Nelson Innovation Center, Room 106/107

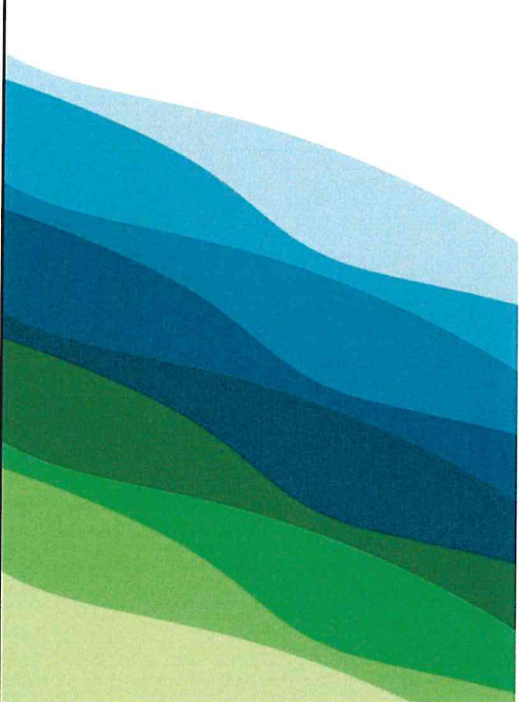
February 22, 2027 - Timothy J. Nelson Innovation Center, Room 106/107

March 22, 2027 - NMC Hagerty Center, Room C

April 26, 2027 - Timothy J. Nelson Innovation Center, Room 106/107

May 24, 2027 - Timothy J. Nelson Innovation Center, Room 106/107

June 28, 2027 - Timothy J. Nelson Innovation Center, Room 106/107



Learning WITH AI

How CIT-115 prepares every major for an AI-shaped workplace

Stewart Jack
Computer Information Technology Faculty



Why this course, why now

Our students are already using AI. The question is whether they're using it well.

79% of community college students already use AI for their coursework <i>Inside Higher Ed Student Voice survey, 2025</i>	34% vs 1% AI skills appear in 34% of relevant Southeast Michigan job postings. Only 1% of workers list them. <i>Workforce Intelligence Network, 2026</i>	51% of job postings asking for AI skills are outside IT and computer science <i>Lightcast, 2025</i>
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Learning WITH AI, a skill for life

A new way to learn

- AI as a learning partner, not a shortcut
- Students learn how to learn with it, not just what to ask
- The tools will change. The habits won't.

What students learn to do

- Write prompts that get useful results
- Check AI answers before trusting them
- Spot bias in what AI produces
- Decide when AI is the wrong tool
- Use AI ethically and responsibly

Who's in the class

Our first students come from across the college

Nursing

Business

Accounting

Marine
Technology

Radiology

Veterinary
Medicine

Chemistry

Education

Game Design

"I laugh now that I look back on the last three weeks about how ignorant I was as it relates to AI."

CIT-115 student, Week 4 course survey

Fits NMC's mission and values

Mission and vision

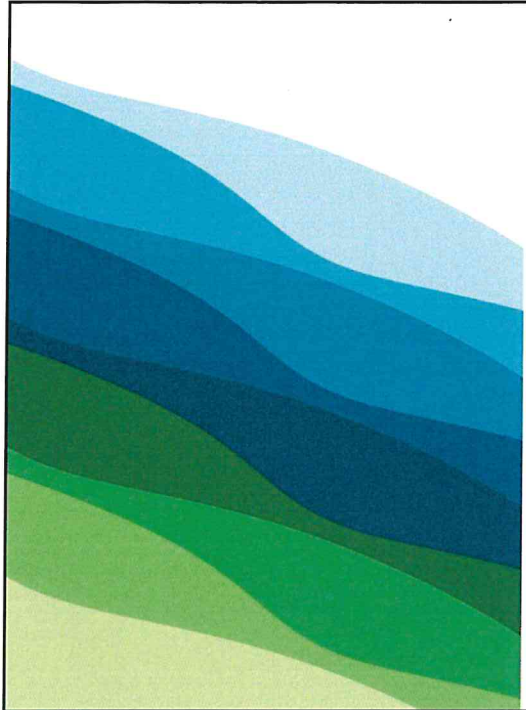
- **Lifelong learning:** skills students keep using after they graduate
- **Enriching communities:** graduates with the AI skills local employers need
- **All learners:** open to any major, no tech background needed

Values

- **Innovation:** a textbook-free course built around learning with AI
- **Integrity:** students learn to judge when AI use is honest and appropriate, in class and in their field
- **Inclusion:** students test AI for bias against different groups

Three things worth sharing

- 1 Students learn WITH AI, a skill they carry into every course and career.
- 2 It's for every major, because employers want AI skills well beyond IT.
- 3 Students finish with an industry-recognized AI credential.

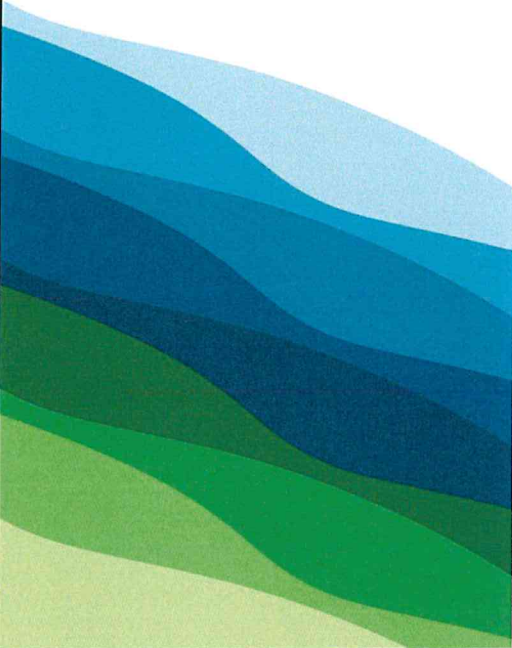


Thank you. Questions?



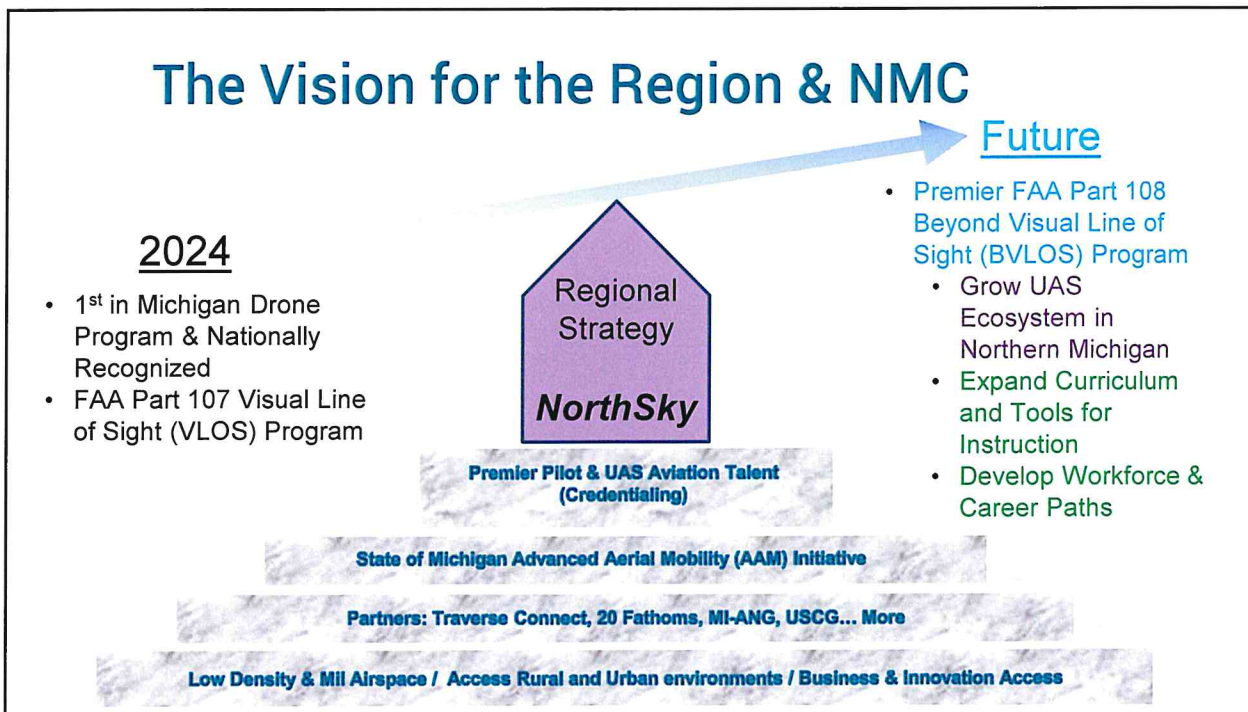
**Northwestern
Michigan College**

Stewart Jack | sjack@nmc.edu



NMC Uncrewed Aerial Systems Program - UAS

Growth Strategy Update



NorthSky Consortium – The Ecosystem

Who / What

Regional Alliance to transform Region into a National Hub for UAS & AAM business development

Core

Traverse Connect, NMC, 20 Fathoms

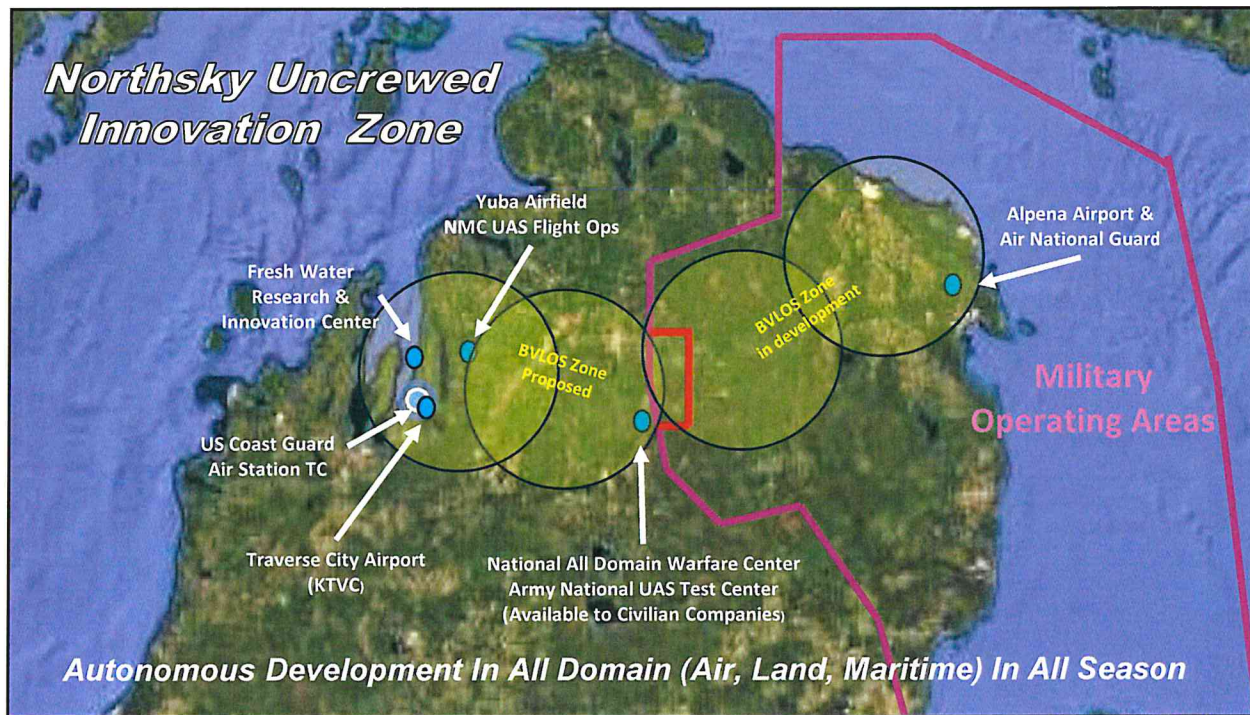
Informal

MI-ANG, USCG, Munson, Blueflite, Censys, MDA, others

So Far

- Multiple USCG Demos at Fresh Water & Yuba Field
- Munson Medical Delivery Pilot with Blueflite
- Multiple TC Conferences & Events
- Camp Grayling Designated as National Army Drone Test Center
 - Selected premier range available to civilian companies
- Sen Sicklin led effort to designate TC Air Station a USCG Test Site
- NMC, Censys & Cherryland Electric Grant for Line Inspection Pilot
- MEDC Partnership / MI Pavilion at Detroit Global Drone Conference
- State Funding Proposal to build BVLOS corridors

Establishing the NorthSky Uncrewed Innovation Zone

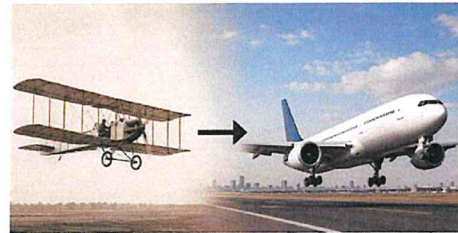


What does this mean for NMC?

The Industry is growing up – We grow with it

“The skill set is shifting from flying drones to operating uncrewed aircraft within a larger aviation system.”

- Adding to what we already do
- Moving beyond visual line of sight operations
- More emphasis on automation
- Preparing for a more “regulated” UAS industry



 Northwestern Michigan College

New Courses



UAS 265 - Beyond Visual Line of Sight UAS Operations

- BVLOS Regulations and FAR Part 108
- BVLOS Technology and Infrastructure
 - Sense and Avoid systems – Unmanned Traffic Management (UTM)
- Mission Planning and Risk Management
- Hands on BVLOS Operations
 - Emphasis on VTOL Aircraft operations

 Northwestern Michigan College

Avionics UAS Technician Focus



- Avionics Certification Program
 - 2 new classes combined with 2 current ones
 - Stand alone program and for UAS Students
 - Hands-on Training - focused on aircraft electronics, wiring, installation, troubleshooting, and maintenance
 - Industry-Recognized Certifications – Certified Aircraft Electronics Technician (CAET) credential from Aircraft Electronics Association (AEA)
 - Workforce & Industry Alignment – Designed to address growing demand for avionics technicians across traditional aviation and UAS



Applied Research



- BVLOS Inspection Project
 - NMC - Cherryland Electric - Censys Technologies - Traverse Connect
 - Funded by the Office of Future Mobility and Electronification (OFME)
 - Testing extended-range operations for safe, scalable inspections
 - Evaluating
 - Vegetation management
 - Storm assessment
 - Infrastructure inspection
 - Improved data collection/analytics



Coming Together

- NorthSky – Advanced Air mobility in Northern Michigan
- Camp Grayling – National Designation
- Coast Guard – Possibly being designated as a UAS Testing/Training site
- Publishing of FAR Part 108 BVLOS regulations
- Push from the Feds and State Level
- For our students
 - More jobs – more internships – more pathways – more industry connections

Discussion?



MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: September Mid-Month Update
Date: Friday, October 9, 2026

Dear Board of Trustees,

Since the September Board meeting the following are key updates.

Freshwater Research and Innovation Center

[The Freshwater Research and Innovation Center](#) continues to stay on time and on budget. The goal is to get the building ‘shelled in’ before the first snow. The storm water retention system was installed in the parking lot and successfully passed the test of the downpours we received a few weeks ago. Interior work begins with drywall, epoxy flooring, and elevator installation. The public lobby space is under development with Britten, another local company supporting the project. Completion of the facility is scheduled for early 2027 with a public opening in April.

Tenant attraction continues to be the focus. Tours have included: Foundation supporters, College trustees, Lakebed conference participants, Michigan Municipal League, the Michigan Economic Development Association, and individual companies. Sadie Ingle, PhD, has been contracted by the center as a research advisor, focused strictly on identifying aligned research opportunities. She is working with universities Michigan State University, University of Michigan, Michigan Tech, Western Michigan University, Wayne State University, the Research Universities for Michigan (RU4M), among others to connect with individual researchers and centers performing water-based research. Next steps include follow-up site visits and collaborative grant and research applications.

2026 Great Lakes Blue Tech Challenge

The Great Lakes Blue Tech Challenge wrapped up during the Lakebed 2030 Conference on September 17, 2026. Winners included:

- 1st Place (\$30,000): Naiad Technologies, led by Malia Chavinson, produces portable, scalable buoy systems designed to mitigate toxic cyanobacteria and algae blooms by targeting nutrient pollution.
- 2nd Place (\$20,000): Nucleic Sensing Systems, led by Edgar Rudberg, manufactures ruggedized, fully autonomous biosensors designed for real-time environmental DNA (eDNA) and RNA tracking in the field.
- 3rd Place (\$10,000): Lacuum AI, led by Amer Abughaida, develops autonomous robotic vessels designed for continuous, 24/7 water remediation in lakes, ponds, and waterfront properties.

The finalists, along with the semifinalists, received followup support from 20Fathoms, NMC and their mentor network. The next Challenge is in the planning stages, with the goal of tying it closer to Fishpass, the Freshwater Research and Innovation Center, and 20Fathom's accelerator program.

Lakebed 2030 Conference Update

The Lakebed Conference, September 15–17, wrapped up having secured over \$37,000 in sponsorship and 189 registered attendees. The event featured on-water demonstrations and an opening reception on Tuesday, followed by two keynotes and 18 presentations over two days. The Lakebed committee will meet in late fall, debrief, and develop scheduling for 2027.

Geothermal Project

The lateral connections for the borefield will be completed next week and progress is on track. The third bid package for the retrofitting phase of the project is currently out for pricing, with options for bids on single buildings or the full scope of the phase. Temperature control systems will be consistent between the buildings. The bid deadline was extended to October 12 to allow bidders the appropriate time to respond to an addendum to the RFP.

Advancement Division

Foundation Team

NMC's \$45 million *Thriving Together* comprehensive campaign remains in its planning phase through December 2026. The initiative focuses on four key college priorities: 1) elevating student support and modernizing the Osterlin building, 2) expanding the unrestricted Fund for NMC, 3) investing in the Blue Economy, and 4) growing the Dennon Museum Center operational endowment.

On October 5, 2026, members of the Campaign Steering Committee joined the NMC Foundation for a guided tour of the Freshwater Research and Innovation Center. Led by Discovery Pier Director Matt McDonough and Great Lakes Water Studies

Institute Director John Lutchko. The visit highlighted the facility's operations and its direct impact on NMC students.

On October 28, Zach Whitaker, NMC's Alumni Relations Manager, will be joined by President Nissley to wrap up The Celebration Tour with a final alumni event in West Michigan at Davenport University in Grand Rapids. The tour aims to raise NMC's institutional profile while celebrating and building networks with local and regional alumni, donors, and partners.

International Affairs Forum

The International Affairs Forum has mounted significant momentum in FY27. The program, early in its 33rd season, has reached 97% of its annual membership goal, serving 945 attendees across six convenings. Highlights include launching the inaugural Segal Diplomacy Series, in honor of Jack Segal (1945-2026) and Karen Puschel Segal, both NMC Fellows and pillars of the IAF learning community. A September 17 event featured former CIA senior executive Paul Hollingsworth, drawing 363 hybrid attendees at Milliken Auditorium and at three regional satellite sites (Leland, Rogers City, Mt. Pleasant), alongside dedicated student and donor sessions. The IAF Student Leadership Team, an NMC student group, is preparing for spring programming on U.S. - Cuba relations and cultural diplomacy in partnership with NMC's Music and Audio Technology programs, among other local partners. IAF continues with high-impact events ahead: an October 15 Gala fundraiser featuring former CNN correspondent Candy Crowley (150+ registrants) and a November 9 event with Finnish Ambassador Leena-Kaisa Mikkola, both featuring donor-sponsored access for NMC students.

The Dennos Museum

[ArtRx](#) is a new well-being initiative for NMC students started by The Dennos Academic advisors, success coaches, counselors, student life staff and other NMC support staff 'prescribe' physical ArtRx cards to students who may be looking for a healthy way to unwind - whether they are experiencing academic stress, burnout, life transitions or are just looking to try something new. Students then have that extra bit of encouragement to visit the Dennos for a restorative break or creative inspiration. Similar programs are popping up on campuses all around the world. It gives students a tangible, low-barrier 'permission slip' to step away from academic stress and recharge. Special thanks to Liz Celeste for launching this initiative which was made possible with seed funding from the Office of Innovation. Check out the promotional [video](#).

Aviation

NMC's Aviation program is launching our [first competitive flight team](#). They are heading to Ohio as the only community college to compete in the National Intercollegiate Flying Association's Region 3 competition. A kind of aviation track and field meet, with events

both in the air and on the ground. NMC will compete against Ohio State University, Western Michigan, Kent State, Bowling Green and Fairmont State. Our NMC Aviation students pitched the idea of a team to NMC's Office of Innovation and Entrepreneurship, which awarded them the funding to get started. The idea of a team also aligns with the college's strategic goal focused on experiential learning and a commitment to provide real-world learning opportunities inside and outside the classroom. Hats off to our Director of Aviation, Alex Bloye, who is fanning the flames of these students' entrepreneurial mindedness.

Points of Pride

- **Extended Education & Training held an Open House** for the new office and classroom space at Parsons-Stulen on Tuesday, Sept. 15th. Traverse Connect supported the event with a formal ribbon cutting with our NMC President Nick Nissley, Director of EET Laura Stevens, and Industry Navigator and Traverse City mayor Amy Shamroe, addressing the crowd. This moment signifies a new chapter for Extended Education & Training.
- I spent some time last Friday being inspired by our instructors, industry partners, and student volunteers who were hosting our tenth annual two-day [Building Tomorrow](#) career event, bringing middle and high school students to campus to explore skilled trades. Almost 500 students from across Northern Michigan participated in interactive activities designed to spark early interest in vocational fields as demand grows across the region.
- Under the leadership of the Student Life Office and Residence Life Office, and with the assistance of multiple departments, **Welcome Week** was a success - with over 1,000 students impacted by the events and programming available from August 20 - August 28.
 - North and East Hall move in - almost 400 students
 - His House cook-out: 150 students
 - Kayaking - 110 students
 - Ice Cream Social - 120 students
 - Pine Palooza - approx 400 students
 - Dennon Museum silent disco - 100 students
 - and much, much more! A big thank you to all who volunteered, led and participated!
- I recently received an invitation from NMC Biology instructor, Nick Roster: "What we will do is tromp around designated plots, identify and count vegetation and assess canopy and ground cover. We measure trees and enjoy the views. If you are interested, please let me know." Given that it was Nick Roster, and that I actually enjoy tromping around in forests, of course I said, "Yes". **Dr. Roster is engaging his**

Bio 115 class in conducting a survey of the beech-maple forest at the Congregational Summer Assembly near Crystal Lake, to ultimately determine the health of the forest. Nick's doing what we do best at Northwestern Michigan College – engaging students in hands-on experiential learning, which often takes them beyond the confines of the four-walled classroom. Maybe even out into forests, like this class. mLast Saturday, I got to join Nick, our NMC Biology adjunct, Laura Ploughe, and folks from the Congregational Summer Assembly's Ecology Committee. Being trained as an environmental geologist, I was a sponge – seeing and learning about things like, beechdrops – obligate parasites that are non-photosynthetic, growing from the forest floor and relying entirely on the root systems of the American Beech tree. I was geeking out!

- As of October 5, the Alumni Relations office has successfully completed the social media spotlights for all 68 new **Outstanding Alumni** honorees. This marks the largest class of recipients for this award, representing alumni from all 75 years of the college's history and diverse industries. We are looking forward to concluding the Celebration Tour at the end of the month alongside our alumni, donors, and NMC friends.
- **NMC hosted the MCCA Board of Directors meeting** over two days this past month. Trustee, Pam Horne and I welcomed the other presidents and trustees, along with our MCCA President, Brandy Johnson to our NMC Great Lakes Campus.
- Congrats to the PRMC team for winning **NINE awards from the National Council for Public Relations and Marketing!** Our brand launch and the 75th each won GOLD! These are the midwest regional Medallion Awards. We will also enter the national Paragon Awards. Those are announced in the spring.
- IAF - **the International Affairs Forum** - has achieved 97% of its membership goal for FY27 (308 memberships, 315 goal). And, the program has served 945 attendees across 6 convenings YTD, including partner events with the Leland Public Library, and an important gathering around our local Afghan Community to mark five years after the fall of Kabul.

Trends in Higher Education Articles

Below

are relevant articles that speak to trends, risks, challenges, and opportunities in community colleges, to help keep us informed and to invite conversation about how NMC is addressing such issues. This month, I'm sharing:

- [“Top 10 Issues in Higher Ed Tech”](#) *Educause*
- [“Here is new proof that experiential learning works,”](#) *University Business*
- [“From AI skills to AI judgment,”](#) *Community College Daily*
- [“Just 1 in 4 Michigan juniors are ‘college ready,’ SAT scores indicate,”](#) *Bridge*

Upcoming Dates of Note

- **October 15** - IAF Gala
- **October 19** - Study Session (3:00pm) and Regular Monthly Meeting (TJNIC 106/107)
- **October 21** - ACCT Leadership Congress
- **October 28** - Celebration Tour: Davenport University (Grand Rapids)
- **November 9**
 - Traverse Connect Annual Economic Summit
 - IAF Ambassador's Dinner, with Ambassador Leena-Kaisa Mikkola, Finnish Ambassador to the US
- **November 23** - Regular Monthly Board Meeting (TJNIC 106/107)
- **December 11** - NMC Employee Holiday Party
- **December 14** - Regular Monthly Board Meeting (TJNIC 106/107)



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MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: October 8, 2026
Re: **State/Federal Legislative Update**

State

Legislative Calendar

The legislature is largely out of session between now and November 3rd. Depending on the outcome of the election, there may or may not be a “lame duck” session between Nov 3 and Dec 31. If Democrats were to win a trifecta (controlling the Governor’s seat, House and Senate) do not expect to see much if anything occur in Lansing for the remainder of the year as the incoming Democratic leaders will want to have a chance to move their priorities in the next legislative session.

Property Tax Reform

We continue to hear that House Speaker Hall has it as a priority to move property tax reform, should there be a lame duck session of the legislature. We will continue to monitor these efforts as it could have a negative impact on community colleges and other local units of government.

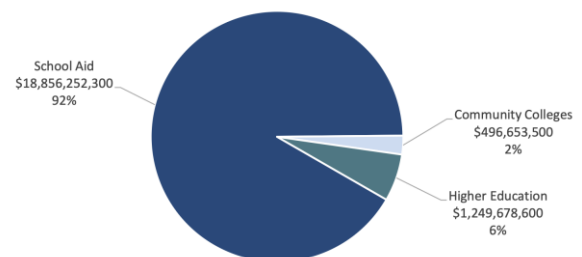
Capital Outlay Bond Cap

SB 729 which increases the statutory limit on outstanding State Building Authority obligations to provide additional capacity for state-supported capital outlay projects, has now passed both chambers of the Legislature and will be sent to Gov. Gretchen Whitmer for her signature. The legislation is important to maintaining the state's ability to finance future capital outlay investments, including projects at Michigan community colleges.

School Aid Fund

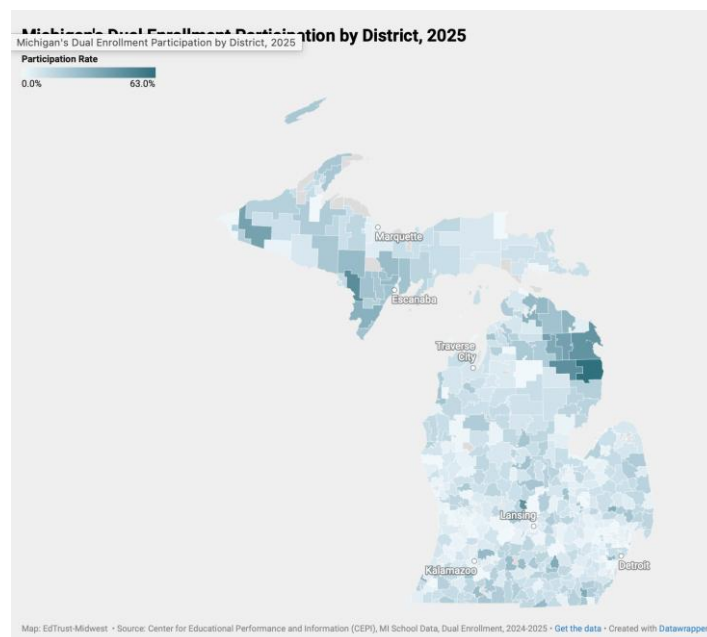
The House Fiscal Agency recently released an updated fiscal brief, Use of School Aid Fund (SAF) in Community Colleges and Higher Education. The brief digs into the increasing use of SAF to fund both the Community Colleges and Higher Education Budgets. The use of the SAF in postsecondary budgets first began as a \$208 million stop-gap measure in FY09-10 but has since grown to \$1.75 billion and accounting for 100% of the Community College budget in FY26-27. However, the Community College funding from the SAF only accounts for 2% of the overall fund total. While there have been several legislative attempts to remove SAF from the Community College budget, increasing state budget pressures are likely going to make the use of the SAF for Community Colleges more not less attractive for future legislatures.

FY 2026-27 School Aid Fund Appropriations



Dual Enrollment

A recent analysis by EdTrust-Midwest found that Michigan ranks 47th in the nation in terms of high school students taking college courses through dual enrollment. Just 5.6% of eligible Michigan students participated in 2023-24 compared with 12% nationally. Within the state, participation varies widely by region. About 22% of eligible students participated in Northeast Michigan, compared with 4% in the Oakland County area. Rates reached 15% in both the Central and Western Upper Peninsula regions but stood at approximately 5% in Greater West Michigan and Macomb County. This data will inform the upcoming state budget process and our ask of the legislature to allocate funding for dual enrollment outside of the base K-12 funding formula. 77.1% of Michigan dual enrollment students in 2022-23 enrolled in a postsecondary institution within a year of high school graduation, compared with 55.8% of students who did not participate.



Federal

FY27 Budget

Congress has passed a short-term Continuing Resolution (CR) which will fund the government through December 11th. It remains to be seen what Congress will do with regards to passing either another CR or a yearlong funding bill in their lame duck session. Given the outcome of the election and the incoming leadership of the House and Senate there may not be an appetite to pass an Omnibus and we may instead see another short-term CR passed.

Farm Bill

After the return of Senator Mitch McConnell, the Senate Agriculture Committee had enough votes to approve their version of the Farm Bill (the Agricultural Act of 2026) on a party line vote. The bill is expected to be considered by the full Senate in the lame duck session. Included in this legislation and in response to our advocacy, the bill contains a \$20 million authorization for a new grant program for community college agriculture and renewable resources programs. The provision is closely modeled on the bipartisan Community College Agriculture Advancement Act, legislation that has been long endorsed by AACC. The House has also passed its Farm Bill reauthorization (the Food, Farm and National Security Act) which included an authorization for a similar community college grant program.

Anti-Fraud Bill

The Senate Health, Education, Labor and Pensions (HELP) Committee recently held a markup on the bipartisan bill S. 4428 the No Aid for Ghost Students Act to combat student aid fraud. The ACCT has been working closely with the bill sponsors to secure critical changes that would add protections for real students who are flagged



To: NMC Board of Trustees

From: Nick Nissley, President
President's Council

Subject: October 2026 Executive Summary

Notes regarding Key Items on October Agenda:

- This month's study session topic was prompted by the Executive Committee while also serving to provide greater information on Strategy 2 - Enrollment & Student Success.
- The annual **Five-Year Capital Outlay Plan** is included in this month's Consent Items. This document is required by the State of Michigan. At this point in time, no submission is being recommended for Capital Outlay Project funding as no projects within the facilities master plan meet the eligibility requirements. Our precedent has been to share these materials outside of the Board packet.
- The FY26 Audit materials will be shared with the full Board following the Audit Committee's meeting with Andrews Hooper Pavlik on October 14. Our precedent has been to share these materials outside of the Board packet also.
- The request for authorization to apply for a **FCC signal expansion for WNMC** is the first step in the process. Further analysis is being conducted regarding the operational expenses if the license expansion is approved.
- **Discontinuation of the AAS Degree in Engineering Technology--Computer Technology** is a recommendation resulting from the Program Enhancement & Sustainability Review. The other four tracks within Engineering Tech will remain.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technologies

- Currently, applications are down 29.8% from the same time in the spring 2027 cycle. This is heavily impacted by a process change where we do not require dual enrolled students to apply each semester. More clarity will emerge once registration begins and we see the arc of "admits registered". Registration opens on 10/21.
- New student orientations will take place starting November 13, 2026 with both face to face and online options available through the beginning of the spring semester.

Financial Report—Troy Kierczynski, Vice President of Finance and Administration

- Through the college's first quarter ended September 30, 2026, net revenues were \$2.9 million compared to \$3.7 million last year. The net revenue decrease reflects a slight shortfall in tuition & fees for Fall 2026, with enrollment down 1.6% compared to a budgeted increase of 0.6%. Also, due to timing of receipts, property tax revenues are down 5% through

September 30, 2026 compared to the same period last year; property taxes are expected to increase by 5% for fiscal year 2027.

- The College and Foundation financial audits are wrapped up, with the auditors expected to issue unmodified (clean) audit opinions, the highest level of assurance auditors can provide. However, the College's Single Audit covering NMC's compliance with expenditures of Federal awards is delayed until the Federal Office of Management & Budget (OMB) issues their 2026 compliance supplement; auditors cannot complete testing until this annual Federal document is released. NMC must submit its single audit report within nine months of fiscal year end (March 31, 2027), or within 30 days of receipt of the final report from our auditors, whichever is earlier.

PRMC—Diana Fairbanks, Associate Vice President of Strategic Communications & Change Initiatives

- September was a mostly positive month for media performance. We saw a dip in total applications and accounts from paid campaigns due to the end of the state funded multi-year Nursing campaign and seasonal planned decrease in spend. While total numbers were down, campaign efficiency relative to spend, improved MOM.

Paid Media - ↓

- Applications: 57
- Accounts: 84

Strategic Plan 2026 - 2029 –Jason Slade, Vice President for Strategic Initiatives

- While no formal Strategic Plan memo will be submitted, the Uncrewed Aerial Systems (UAS) program will be providing an update on the development beyond visual line of sight (BVLOS) and avionics curriculum as well as the efforts of the NorthSky Consortium. This is tied to *Strategy 1 - Future-Focused Education, Objective 3 - Strengthen distinguished programs that attract students from outside the region* as well as the *Community Partnerships* strategic driver. Follow-ups and other points of interest from today's board study session can be addressed in the November board meeting as part of the strategic plan update.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
STUDY SESSION MINUTES
Monday, September 28, 2026
Timothy J. Nelson Innovation Center
Room 106/107**

CALL TO ORDER—Chair Mark Keely called the regular meeting to order at 3:00 p.m.

ROLL CALL

Trustees present: Mark B. Keely, Jody N. Lundquist, Laura J. Oblinger, Pamela T. Horne, Kennard R. Weaver, Andrew K. Robitshek

Trustees absent: Kenneth E. Warner

Also present: President Nick Nissley, Lynne Moritz, Terri Gustafson, Ryan Bernstein, Troy Kierczynski, Hollie DeWalt, Todd Neibauer, Stephen Siciliano, Jason Slade, Diana Fairbanks, Molly Norville

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

DISCUSSION: Artificial Intelligence at NMC – President Nick Nissley noted that the college's strategic plan has artificial intelligence (AI) in strategy one, objective one.

In reviewing three tensions the college is navigating, Nissley noted that AI offers opportunities in teaching and learning, academic operations, and administrative productivity. First, moving too slowly risks leaving students and employees behind, but moving too quickly raises issues around cybersecurity, academic integrity, and unreliable AI outputs. To avoid both extremes, Nissley noted the college must move quickly enough to learn, and carefully enough to maintain confidence. Secondly, the college is balancing efficiency with human connection. Third, Nissley noted the college must navigate employee readiness and student preparedness—ensuring workforce relevance to develop AI literate and fluent graduates who are workforce ready and prepared to meet the demands of the region's employers.

Dr. Terri Gustafson, Director of Academic Affairs and Educational Technology, and Ryan Bernstein, Curriculum & Instructional Designer, are the champions of the college's strategy one objective one: strengthen student outcomes, institutional performance, and workforce readiness by embedding responsible and effective use of AI across teaching, learning, and operations. Gustafson and Bernstein presented on the people, policies, and projects the college is currently engaging in around AI. Gustafson and Bernstein reviewed the action steps planned to support this objective. Action steps include surveying employers and university partners, developing an AI decision-making framework to apply when considering AI platforms for adoption. Trustees shared perspectives from regional networks and community partners, including a roundtable held by Traverse Connect in July 2026.

Bright spots of AI at NMC include AI Navigators, an incoming Executive Director of Information Technologies, recognizing the spectrum of adoption, and continuing ongoing training for employees. Gustafson also emphasized that a scan of MCCA member institutions regarding AI showed that NMC is far ahead in policy, training, and working with partners.

In closing, Gustafson emphasized supporting AI innovation at the college by providing bumpers, and not guardrails, to encourage experimentation while minimizing risk. The Board expressed confidence and pride that the college is assertively engaging in AI.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

- Responses to AI, policy, programs, querying of educational and industry partners, etc. would be a good conference session for next summer MCCA and next fall ACCT

ADJOURNMENT—The meeting adjourned at 4:32 p.m.

Recorded by Lynne Moritz, Executive Director of the President's Office and Board Operations.

SIGNED _____
Mark. B Keely, Chair

ATTESTED _____
Pamela T. Horne, Secretary

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, September 28, 2026
Timothy J. Nelson Innovation Center
Room 106/107**

CALL TO ORDER—Chair Mark B. Keely called the regular meeting to order at 5:30 p.m.

ROLL CALL

Trustees present: Mark B. Keely, Laura J. Oblinger, Kennard R. Weaver, Andrew K. Robitshek, Jody N. Lundquist, Pamela T. Horne

Trustees absent: Kenneth E. Warner

Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Stephen Siciliano, Jason Slade, Lindsey Dickenson, Kyle Morrison, John Lutchko, Joy Goodchild, Paul Schoppe, Terri Gustafson, Becca Richardson, Kristy McDonald, Brandon Everest, Tracy Welch, Dan Goodchild, Hollie DeWalt, Laura Stevens

REVIEW OF AGENDA—The agenda was accepted as presented with no conflicts of interest noted.

REPORTS AND PRESENTATIONS

Mission & Values in Action—Gary, a Marine Technology Student, highlighted his internship experience on the E/V Nautilus, which mapped part of the Pacific Ocean between Hawaii and Guam. Experiencing NMC's Marine Tech program at a summer camp, Gary chose the program for its affordability, location, and hands-on experiences.

Faculty Report: ELI and Durable Skills—Brandon Everest and Kristy McDonald, Co-Directors of the Experiential Learning Institute (ELI), shared how ELI is infusing select courses with durable skills. Faculty and Program Development includes a durable skills Canvas class and Google Drive for instructors to be able to translate durable skills easily into their courses. Everest and McDonald will present at the upcoming MCCA Student Success Summit. An example of a history course reflection to prompt students on collaboration was shared.

Strategic Plan—Anchor and Edge: Future-Focused Education—Following a study session on AI earlier in the day, Vice President of Strategic Initiatives Jason Slade reviewed other objectives within strategy one, particularly objective four which proactively identifies at-risk students enrolled in high D, F, and withdrawal rates. A presentation on the NorthSky Consortium is planned for next month's agenda.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—Among other topics, President Nick Nissley mentioned a recent tour of the Freshwater Research and Innovation Center, which has significant construction progress.

Board Chair Update—Chair Mark Keely reflected on the 75th Anniversary Celebration earlier in the month. From the AI study session, Keely challenged fellow trustees to share their personal and professional experiences with AI to help shape their leadership of AI in the future.

CONSENT ITEMS—On a motion by Kennard Weaver, seconded by Laura Oblinger, the following items were approved by a unanimous vote as a group without discussion:

Minutes of the August 17, 2026, regular meeting
Enrollment Report
Financial Report
FY28 Five-Year Capital Outlay Plan
Public Relations, Marketing, & Communications Report
Advancement Report
Building & Site Committee
Executive Committee

ACTION ITEMS

Local Strategic Value Resolution—On a motion by Laura Oblinger, seconded by Lundquist, the Board adopted the Local Strategic Value Resolution certifying that Northwestern Michigan College meets the best practices standards required by the State School Aid Act (MCL 388.1830) and appropriations law for fiscal year 2027.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 6:34 p.m.

Recorded by Lynne Moritz, Executive Director of the President's Office and Board Operations.

SIGNED _____
Mark B. Keely, Chair

ATTESTED _____
Pamela T. Horne, Secretary



MEMO

Student Services &
Technologies

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: October 9, 2026
 Subject: Spring 2027 Enrollment Report

Spring 2027

Registration for the 2027 spring and summer semesters opens on October 21, 2026. Currently, applications are down 29.8% from the same time in the spring 2027 cycle. This is heavily impacted by a process change where we do not require dual enrolled students to apply each semester. More clarity will emerge once registration begins and we see the arc of “admits registered”.

New student orientations will take place starting November 13, 2026 with both face to face and online options available through the beginning of the spring semester.

	Spring 2024	Spring 2025	Spring 2026	Spring 2027	△
Inquiries	492	565	517	399	-22.8%
Applicants	478	558	504	354	-29.8%
% Applied	97.2%	98.8%	97.5%	88.7%	-8.8%
Admits	262	327	307	230	-25.1%
% Admitted	54.8%	58.6%	60.9%	65.0%	4.1%

(Resources: Digital Dashboard – Same Date Comparison FA2024-2027)

As October is College Month in Michigan, the staff is busy visiting college fairs around the state and hosting events on campus including a Quick Start event on October 13 to assist students exploring our programs and completing enrollment tasks. In partnership with our MI Reconnect Navigator from the state, we are targeting outreach to MI Reconnect-eligible students with emphasis on the expansion to 21 and up and encouraging attendance at Quick Start events. These events have shown to be effective in supporting adult learners through the enrollment process. They also include Financial Aid 101 sessions to assist with FAFSA and other aid related issues.

The admissions team and specialty program recruiter outreach activities include more than 35 high school classroom visits and participation in 25 college fairs, including College Night and the Transfer Fair hosted at NMC. Staff also participated with faculty in the Building Tomorrow event and MiCareerQuest at Char-Em.

Additional activities include welcoming all TCAPS fifth graders to campus for a Munson Healthcare Day and participating in the launch of the new Grand Traverse Area Local College Access Network (LCAN), which will strengthen regional collaboration around college access and student success.

**MEMO**

Finance and Administration

To: Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance & Administration
Date: October 7, 2026
Subject: Summary Report for the General Fund as of September 30, 2026

The attached reports summarize the financial results for the General Fund as of September 30, 2026. The third month represents 25% of the year.

Month End Results

The month-end reports are interim and not a reflection of actual year-end results.

The timing of revenue and expenses fluctuates throughout the year and will affect year-end results.

As of year-to-date September 2026, the General Fund is under budget by \$2,886,440 with expenses exceeding revenues. Revenue increased by 1% compared to the same period in September 2025, and expenses increased by 7% over the same timeframe driven by growth in salaries and wages and benefits costs.

Revenues

- A. **Tuition and Fees:** For Fall 2026, the budget was set at 38,275 contact hours for a total budgeted revenue of \$9,140,365. Actual Fall contact hours are projected to be 37,488 with a revenue of \$8,758,632. Fall revenue is projected under budget by \$381,733.
- B. **Property Taxes:** Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 5% over the previous fiscal year.
- C. **State Sources** include operational appropriations, personal property tax payments, and MPSERS offset payments. State appropriations payments began in October 2025.
- D. **Investment Income:** Actual year-to-date investment income recorded for fiscal year 2026 reflects interest and dividend income only. Unrealized gains or losses are held on the balance sheet during the year and will be recognized at fiscal year-end. Year-to-date realized gains and losses are shared quarterly in the investment memo.
- E. **Private Sources** and **Other Sources** are timing and event-dependent.

Expenses

- A. **Salaries and Benefits** are tracking at budget.
- B. **Overall expenses** are under budget at this time.
- C. **Capital Outlay** reflects expenditures budgeted through the allocation of COAT dollars

Northwestern Michigan College

Unaudited

Summary Report for General Fund Accounts Fiscal Year 2027, Period 03



Funds	Accounts	2026-2027 Adjusted Budget	YTD Activity	% of Annual Budget
TOTAL GENERAL FUND				
50	Revenues			
	Tuition and Fees	29,400,309	7,754,642	26.38%
	Property Taxes	16,512,600	5,803,594	35.15%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	45,912,909	13,558,236	29.53%
	State Sources	11,778,900	310	0.00%
	Federal Sources	0	0	*
	Private Sources	1,395,325	248,164	17.79%
	Investment Income	650,000	318,781	49.04%
	Other Sources	<u>693,800</u>	<u>110,377</u>	15.91%
	Total Revenues	60,430,934	14,235,868	23.56%
60	Labor			
	Salaries and Wages	27,186,709	4,930,422	18.14%
	Benefits	<u>11,350,914</u>	<u>2,321,517</u>	20.45%
	Total Labor	38,537,623	7,251,939	18.82%
70	Expenses			
	Purchased Services	5,761,187	950,420	16.50%
	Supplies and Materials	4,159,176	1,159,683	27.88%
	Internal Services	139,770	9,761	6.98%
	Other Expenses	1,760,868	340,360	19.33%
	Institutional Expenses	2,217,233	380,392	17.16%
	Maintenance and Renovation	2,708,034	731,292	27.00%
	Prof Develop, Travel and Events	772,619	149,301	19.32%
	Capital Outlay	<u>167,810</u>	<u>63,093</u>	37.60%
	Total Expenses	17,686,697	3,784,302	21.40%
	Total Expenditures	56,224,320	11,036,241	19.63%
80	Transfers			
	Transfers	4,206,614	222,430	5.29%
	Total Transfers	<u>4,206,614</u>	<u>222,430</u>	5.29%
	Total Expenditures and Transfers	60,430,934	11,258,671	18.63%
	Net Revenues over (under) Expenditures	0	2,977,197	



Northwestern Michigan College
Comparison - Fiscal Year-to-Date
General Fund
Sept 2026 vs. Sept 2025

INTERIM
This statement does not
reflect year-end results.

	YTD 9/30/2026	YTD 9/30/2025	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 7,754,642	\$ 7,507,621	\$ 247,021	3%	Consistent with prior year
Property Taxes	5,803,594	6,089,338	(285,744)	-5%	Timing of property tax payments received
Total Local Sources	13,558,236	13,596,959	(38,723)	0%	
State Sources	310	17,864	(17,554)	-98%	Timing of Small Business Taxpayer Exemption (SBTE) reimbursement from State in fiscal year 2026 (annual reimbursements beginning 2025)
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	248,164	132,505	115,659	87%	Timing of Foundation support
Investment Income	318,781	160,925	157,856	98%	Higher interest and dividends income; due to higher balances in liquidity and investment accounts
Other Sources	110,377	132,966	(22,589)	-17%	Primarily due to timing of insurance claims received in FY26 and lower administrative fee revenue recognized from Michigan New Jobs Training Program in FY27
Total Revenue	14,235,868	14,041,219	194,649	1%	
Expenses					
Salaries and Wages	4,930,422	4,651,363	279,059	6%	Consistent with prior year; impacted by budgeted wage increases and timing of open positions
Benefits	2,321,517	2,204,288	117,229	5%	Consistent with prior year; impacted by budgeted wage increases and timing of open positions
Purchased Services	950,420	933,234	17,186	2%	Consistent with prior year
Supplies & Materials	1,159,683	931,801	227,882	24%	Primarily impacted by timing of EES international trip expenses in FY27; partially offset by lower printing expenses in FY27
Internal Services	9,761	6,613	3,148	48%	Timing of internal charges
Other Expenses	340,360	388,558	(48,198)	-12%	Primarily due to lower promotional/marketing expenses in FY27 and lower student assistance expenses in FY27 (student assistance expenses currently being covered by grant funds)
Institutional Expenses	380,392	370,976	9,416	3%	Consistent with prior year
Maintenance & Renovation	731,292	569,549	161,743	28%	Primarily due to increased equipment maintenance expenses in FY27; partially offset by timing of software maintenance expenses
Professional Development	149,301	141,707	7,594	5%	Timing of professional development expenses
Capital Outlay	63,093	85,298	(22,205)	-26%	Timing of capital expenses (\$21,548 Classic Motor Sports [ATV for Campus Safety to improve incident response time]; \$29,228 Applied Innovation [2 Kyocera Color Printers] \$3,133 Amazon [for CNC machine additional purchases coming]; \$9,184 Langmuir Systems LLC [equipment for CNC machine])
Total Expenses	11,036,241	10,283,387	752,854	7%	
Transfers	222,430	(4,884)	227,314	-4654%	Indirect grant costs and aviation flight hours transfer in FY27 (in FY26 this was offset by strategic fund support for rebranding)
Total Expenses & Transfers	11,258,671	10,278,503	980,168	10%	
Net Revenue Over (Under) Expenses	\$ 2,977,197	\$ 3,762,716	\$ (785,519)	-21%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Sept 2026 vs Aug 2026**

INTERIM

This statement does not
reflect year-end results.

	YTD 9/30/2026	YTD 8/31/2026	Sept 26 Activity	Aug 26 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 7,754,642	\$ 3,420,631	\$ 4,334,011	\$ 1,444,135	September had 4 weeks of fall tuition allocated; August had 1 week of summer & 1 week of fall tuition allocated. Additionally, fall general fees were recognized in September.
Property Taxes	5,803,594	2,217,463	3,586,131	1,642,869	Timing of property tax payments received
Total Local Sources	13,558,236	5,638,094	7,920,142	3,087,004	
State Sources	310	310	-	310	small RenZone payment received in August
State PPT Reimbursement	-	-	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	248,164	-	248,164	-	- Foundation Q1 billing was posted in September; no activity in August
Investment Income	318,781	279,929	38,852	140,709	Higher interest and dividends recognized in September
Other Sources	110,377	57,764	52,613	29,176	Primarily impacted by timing of insurance claim payment received in September
Total Revenue	14,235,868	5,976,097	8,259,771	3,257,199	
Expenses					
Salaries and Wages	4,930,422	2,822,526	2,107,896	2,014,517	Consistent with prior month
Benefits	2,321,517	1,431,538	889,979	873,527	Consistent with prior month
Purchased Services	950,420	547,584	402,836	362,426	Primarily due to higher EduStaff adjunct wages due to timing of semester start and higher legal expenses and advertising expenses; partially offset by lower food service expenses for GLMA cruises (timing of cruises ending) and lower purchased service expenses
Supplies & Materials	1,159,683	649,232	510,451	343,164	Primarily due to timing of international trip expenses, higher classroom supplies expenses, and higher printing expenses in September
Internal Services	9,761	1,770	7,991	1,260	Timing of internal charges
Other Expenses	340,360	181,865	158,495	113,518	Primarily due to higher recruiting/promotional expenses and non-professional development expenses in September
Institutional Expenses	380,392	197,739	182,653	162,031	Consistent with prior month
Maintenance & Renovation	731,292	409,004	322,288	269,421	Due to timing of equipment maintenance, facilities maintenance, and grounds maintenance expenses in September; partially offset by timing of software maintenance expenses
Professional Development	149,301	83,285	66,016	48,289	Driven by timing of professional development expenses
Capital Outlay	63,093	53,909	9,184	32,361	Timing of capital expenses (\$21,548 Classic Motor Sports [ATV for Campus Safety to improve incident response time]; \$29,228 Applied Innovation [2 Kyocera Color Printers] \$3,133 Amazon [for CNC machine additional purchases coming]; \$9,184 Langmuir Systems LLC [equipment for CNC machine])
Total Expenses	11,036,241	6,378,452	4,657,789	4,220,514	
Transfers	222,430	(2,824)	225,254	(2,824)	Indirect grant costs and quarterly aviation flight hours transfer in September
Total Expenses & Transfers	11,258,671	6,375,628	4,883,043	4,217,690	
Net Revenue Over (Under) Expenses	\$ 2,977,197	\$ (399,531)	\$ 3,376,728	\$ (960,491)	



Northwestern Michigan College
Statement of Net Position
General Fund
September 30, 2026

	As of September 30,		
Assets	2026	2025	2024
Current assets			
Cash and cash equivalents	\$ 29,942,550	\$ 16,324,715	\$ 13,869,969 A
Accounts receivable, net	6,901,971	7,773,024	6,968,003 B
Prepaid expenses and other current assets	4,801,039	3,490,705	3,094,518
Total current assets	41,645,560	27,588,444	23,932,490
Noncurrent assets			
Long-term investments	20,203,862	20,181,663	20,901,027 A
Due to other funds	(32,147,959)	(18,044,225)	(21,778,476)
Total noncurrent assets	(11,944,097)	2,137,438	(877,449)
Total assets	\$ 29,701,463	\$ 29,725,882	\$ 23,055,041
Liabilities			
Current liabilities			
Accounts payable	\$ 2,521,536	\$ 2,590,821	\$ 1,181,102 C
Accrued payroll	2,162,996	1,956,211	2,032,186
Unearned revenue	7,190,228	7,420,774	6,351,762 D
Total current liabilities	11,874,760	11,967,806	9,565,050
Noncurrent liabilities			
Voluntary separation plan	\$ -	\$ 40,922	\$ 120,356
Total noncurrent liabilities	-	40,922	120,356
Total liabilities	\$ 11,874,760	\$ 12,008,728	\$ 9,685,406
Net position			
Net position, beginning of year	\$ 14,849,506	\$ 13,954,438	\$ 11,591,780
Change in net position	2,977,197	3,762,716	1,777,855
Total net position	17,826,703	17,717,154	13,369,635
Total liabilities and net position	\$ 29,701,463	\$ 29,725,882	\$ 23,055,041

Notes:

A - Cash and investments balances fluctuate due to timing of investment purchases, sales, and payroll.

B - Accounts Receivable impacted by timing of recognition of quarterly Foundation support

C - Accounts Payable balances fluctuate due to timing of accounts payable processes

D - Unearned Revenue fluctuates year to year and highly impacted by deferred tuition revenue amounts



**Northwestern
Michigan College**

MEMO

Administrative Services

To: Troy Kierczynski, VP Finance and Administration

From: Lindsey Lipke, Controller

Date: October 2, 2026

Subject: Realized and Unrealized Investment Gains & Losses for the Quarter Ended September 30, 2026

Northwestern Michigan College (“the College”) manages its investments in effort to maximize returns while carefully assessing portfolio security, interest rate risk, and cash flow needs. The College’s investment options are limited to those allowable under Michigan’s *Community College Act of 1966*, as amended, including but not limited to bonds, treasury bills, treasury notes, certificates of deposit, savings accounts, commercial paper, and mutual funds, trusts, or investment pools composed entirely of instruments that are eligible collateral.

The College invests primarily in bonds, commercial paper, and certificates of deposit. In its long-term strategy, the College typically holds investments to maturity rather than seeking short-term gains at the expense of future returns. Market conditions ultimately drive the College’s investment holdings, income and overall performance.

The College reports investments on its statement of net position at fair value. Dividends, interest, and gains (realized and unrealized) are reflected in aggregate as **net investment income** in the College’s statement of revenue, expenses, and changes in net position. The College recognized the following investment income (general fund only):

Investment Income - General Fund Only

For the periods ending:

	June 30 2025	June 30 2026	September 30 2027
Realized gains (losses)	\$ -	\$ -	\$ -
Unrealized gains (losses)	969,065	212,431	(371,019)
Dividends and interest	936,834	1,197,131	318,781
Investment income, net	1,905,899	1,409,562	(52,238)

The College had no realized gains in fiscal years 2025, 2026, or 2027 (year to date) related to investments.

In fiscal year 2025 and 2026, falling interest rates drove unrealized gains after a period of unrealized losses. At this point in time, the trend is beginning to reverse in fiscal year 2027.

Dividends and interest income peaked in 2024 due to favorable market conditions and the College’s short-term investment strategy, which took advantage of prevailing rates in liquid money market and commercial paper. The College is still benefitting from high short-term rates in FY27.

Northwestern Michigan College
Investments Held
September 30, 2026

Financial Institution	CUSIP	Security Issuer	Abbr.	Security Type	Maturity	Coupon or Interest Rate	Interest Frequency	Cost	NMC Notes
Huntington Bank	3136G45G4	Federal National Mortgage Association	FNMA	U.S. Agency Bond	10/27/2028	0.750%	Semi-Annual	\$ 5,000,000	callable on 10/27/26
Huntington Bank	3135GA3L3	Federal National Mortgage Association	FNMA	U.S. Agency Bond	11/23/2029	1.070%	Semi-Annual	\$ 5,000,000	callable on 11/23/26
Huntington Bank	3134HBDR9	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	3/18/2030	4.300%	Semi-Annual	\$ 1,800,000	callable on 3/18/27
Huntington Bank	3134GWNX0	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	8/27/2030	1.100%	Semi-Annual	\$ 3,900,000	callable on 11/27/26
Huntington Bank	3134HBK67	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	9/3/2030	3.860%	Semi-Annual	\$ 3,000,000	callable on 9/3/27
Huntington Bank	3133ETTR8	Federal Farm CR BKS Cons Systemwide BDS	FFCB	U.S. Agency Bond	8/25/2031	4.590%	Semi-Annual	\$ 3,000,000	callable on 10/25/26
Huntington Bank	45687UK98	ING Bank NV Disc Commercial Paper		Commercial Paper	10/9/2026	3.900%	Maturity	\$ 1,425,000	matures 10/9/2026
Huntington Bank	62479MP56	MUFG Bank Ltd NY Brch Disc Commercial Paper		Commercial Paper	2/5/2027	3.900%	Maturity	\$ 1,535,000	matures 2/5/2027
Huntington Bank	07644BN40	Bedford Row Funding Corp Disc Commercial Paper		Commercial Paper	1/4/2027	3.970%	Maturity	\$ 1,300,000	matures 1/4/2027
Huntington Bank	11042MLH9	Britannia Funding Co LLC Disc Commercial Paper		Commercial Paper	11/17/2026	3.930%	Maturity	\$ 1,300,000	matures 11/17/2026
Huntington Bank	63307MSJ9	National Bank of Canada Disc Commercial Paper		Commercial Paper	5/18/2027	4.100%	Maturity	\$ 1,765,000	matures 5/18/2027

Total Investments Held \$ 29,025,000



MEMO

Public Relations, Marketing
& Communications

To: Nick Nissley, President

From: Diana Fairbanks, Associate VP of Strategic Communications and Change Initiatives

Date: 10-8-26

Subject: September 2026 Monthly Report

September was a mostly positive month for media performance. We saw a dip in total applications and accounts from paid campaigns due to the end of the state funded multi-year Nursing campaign and seasonal planned decrease in spend. While total numbers were down, campaign efficiency relative to spend, improved MOM. Earned media sentiment remains strong and total media mentions were up MOM. Top stories including Aviation competition team, car show and geothermal. NMC Now featured the [Aviation flight team](#) and [Lakebed 2030](#). The e-newsletter had a mixed month with a dip in followers but increase in open rate. Shared media followers continue to increase with highest performing posts including Aviation flight competition team, aerial pics and car show. NMC Public Relations, Marketing and Communication key performance indicators for September 2026 include:

Paid Media- ↓

- Applications: 57
- Accounts: 84

Earned Media- ↑

- Media mentions: 85
- Positive/neutral sentiment: 100%
- Publicity value: \$103,000

Owned Media - mixed

- Subscribers: 1,367
- Open rate: 35%

Shared Media ↑

- Facebook followers: +8% YOY
- Total followers: 15,675
- Instagram followers: +16.2% YOY
- Total followers: 5,020



To: NMC Board of Trustees
President Nick Nissley, Ed.D.

From: Megan Bylsma, Acting Executive Director, Director of Development & Alumni Engagement

Date: October 19, 2026

Subject: Advancement Division Update

Update on Philanthropic Activity

The Foundation has recorded \$533,171 in new gifts and pledges as of October 5, 2026. At 26% of the way through the fiscal year, this represents 12.86% of the budgeted goal of \$4,300,000 in cash/pledge activity.

FY27 Total Dollars Raised Through the NMC Foundation

\$422,292	Total cash gifts and pledges received to date (including The Fund for NMC)
\$130,879	Gross event revenue
\$553,171	Total raised through donations and event revenue
+ \$0	New documentation of planned gift intentions
<u>+ \$578,914</u>	In-Kind Gifts
\$1,132,085	Total Fundraising Activity

Of the total raised (cash, pledges, and planned gifts), donors are impacting the following areas of the college as of October 5, 2026:

- Unrestricted gifts to the Fund for NMC - \$55,997 (13.26% of total giving)
- Scholarships, both restricted and endowed funds - \$187,715 (44.45% of total giving)
- Program support and capital projects at NMC - \$178,580 (42.29% of total giving)

Foundation Initiatives

- NMC's \$45 million *Thriving Together* comprehensive campaign remains in its planning phase through December 2026. The initiative focuses on four key college priorities: elevating student support and modernizing the Osterlin building, expanding the unrestricted Fund for NMC, investing in the Blue Economy, and growing the Dennon Museum Center endowment.
- On October 5, 2026, members of the Campaign Steering Committee joined the NMC Foundation for a guided tour of the Freshwater Research and Innovation Center. Led by Discovery Pier Director Matt McDonough and Water Studies Director John Lutchko, the visit highlighted the facility's operations and its direct impact on NMC students.
- On October 28, Zach Whitaker, NMC's Alumni Relations Manager, will be joined by President Nissley to wrap up The Celebration Tour with a final alumni event in West Michigan at Davenport University in Grand Rapids. The tour aims to raise NMC's institutional profile while celebrating and building networks with local and regional alumni, donors, and partners.

Advancement Division Initiatives

- ArtRx is a new well-being initiative for NMC students started by The Dennon Academic advisors, success coaches, counselors, student life staff and other NMC support staff "prescribe" physical ArtRx cards to students who may be looking for a healthy way to unwind - whether they are experiencing academic stress, burnout, life transitions or are just looking to try something new. Students then have

that extra bit of encouragement to visit the Dennos for a restorative break or creative inspiration. Similar programs are popping up on campuses all around the world. It gives students a tangible, low-barrier "permission slip" to step away from academic stress and recharge. Special thanks to Liz Celeste for launching this initiative which was made possible with seed funding from the Office of Innovation.

- The International Affairs Forum has mounted significant momentum in FY27. The program, early in its 33rd season, has reached 97% of its annual membership goal, serving 945 attendees across six convenings. Highlights include launching the inaugural Segal Diplomacy Series, in honor of Jack Segal (1945-2026) and Karen Puschel Segal, both NMC Fellows and pillars of the IAF learning community. A Sept. 17 event featured former CIA senior executive Paul Hollingsworth, drawing 363 hybrid attendees at Milliken Auditorium and at three regional satellite sites (Leland, Rogers City, Mt. Pleasant), alongside dedicated student and donor sessions. The IAF Student Leadership Team, an NMC student group, is preparing for spring programming on U.S. - Cuba relations and cultural diplomacy in partnership with NMC's Music and Audio Technology programs, among other local partners. IAF continues with high-impact events ahead: an October 15 Gala fundraiser featuring former CNN correspondent Candy Crowley (150+ registrants) and a November 9 event with Finnish Ambassador Leena-Kaisa Mikkola, both featuring donor-sponsored access for NMC students.

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Building & Site Committee Minutes
 Wednesday, October 7, 2026
 President's Office Conference Room
 Tanis Building
 1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 2:00 p.m.

Members Present: Kennard Weaver, Laura Oblinger

Members Remote: Ken Warner

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Laura Kingman, Noah Schneider

Vice President of Finance and Administration Troy Kierczynski provided informational updates on several campus master plan projects, including seeking support for the recommendation of an architectural firm for the Osterlin Building renovation.

Geothermal Project and Bid Package 3 Update—Noah Schneider, Project Executive with The Christman Company provided the following update: The lateral connections for the borefield will be completed next week and progress is on track. The third bid package for the retrofitting phase of the project is currently out for pricing, with options for bids on single buildings or the full scope of the phase. Temperature control systems will be consistent between the buildings. The bid deadline was extended to October 12 to allow bidders the appropriate time to respond to an addendum to the RFP.

Osterlin Renovation—An accompanying memo identifying the recommended architectural firm for the Osterlin Building renovation was referenced. Higher ed experience and strong reputation were important factors in selecting out of the seventeen bids received, with Cornerstone Architects being the recommended firm. Laura Oblinger made a motion to recommend authorization for administration to enter into a contract with Cornerstone Architects to the full Board of Trustees, and the motion carried. A request for proposals for an Osterlin Construction Manager is also currently posted and due on October 19; the RFP includes an addendum seeking vendors that have experience with projects that have energy-related tax incentives, as the HVAC-related upgrades to Osterlin will be eligible for similar credits that the College is pursuing for its geothermal project. The committee emphasized the importance of a construction manager's track record of on-time performance.

Boardman Lake Campus Migration Update—Three NMC departments remain at the former Boardman Lake Campus: Foundation, Business, and Human Resources. The NMC Foundation's move to the Great Lakes Campus has a substantial completion date of mid-December. A furniture vendor is currently being selected for the project; it was confirmed

furniture expenses will fall below the \$75,000 threshold for construction/renovation expenses that would require specific Board of Trustees approval. Both the Business and Human Resources offices, with both moves to the Front Street Campus, slated for November.

Five Year Capital Outlay Plan—While the document is required by the State of Michigan, updating this annual document is an opportunity to highlight unique programs and aspects of the college. At this point in time, no submission is being recommended for Capital Outlay Project funding as no projects within the facilities master plan meet the eligibility requirements. Committee members agreed with not submitting a project this year, expressing frustration with the state's process, but noted that projects should be considered in subsequent years as the legislature changes. The FY28 Five-Year Capital Outlay Plan will be on the October 19 agenda for Board of Trustees approval. There was discussion regarding the anticipated costs for additional student housing.

Public Input—There was no public comment offered.

Other Discussion—The November committee meeting, which will need to be rescheduled from its currently held date of November 11, will include the Osterlin Construction Manager and Geothermal Bid Package recommendations on the agenda. There was additional discussion of additional uses for the Capital Outlay plan, as it may be of interest to various stakeholder groups.

The meeting was adjourned at 2:40 p.m.

Recorded by Lynne Moritz, Executive Director of the President's Office and Board Operations

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Executive Committee Minutes
Thursday, October 8, 2026
President's Office Conference Room
Tanis Building
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Mark Keely called the meeting to order at 3:05 p.m.

Members Present: Mark Keely, Kennard Weaver, Jody Lundquist

Members Absent:

Others Present: Nick Nissley, Lynne Moritz

President's Update—President Nissley provided brief updates before the October 19 agenda and packets.

Public Input—There was no public comment offered.

The meeting was adjourned at 3:26 p.m.

Recorded by Lynne Moritz, Executive Director of the President's Office and Board Operations

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Audit Committee Minutes
 Wednesday, October 14, 2026
 President's Office Conference Room
 Tanis Building
 1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 10:00 a.m.

Members Present: Kennard Weaver, Andy Robitshek

Members Absent: Jody Lundquist

Others Present: Troy Kierczynski, Lynne Moritz, Lindsey Lipke, Chris Lamb, Barb Garza, Stephanie Cleaver

FY26 Financial Audit—Barbara Garza, Senior Manager, Andrews Hooper Pavlik PLC, reviewed auditing services and process, results of the audit of FY26 financial statements, communications with the Board of Trustees, and the management letter. The draft report was reviewed and discussed at length by the external auditors and the Trustees present and the report will be referred to the Board for approval when it is in final form.

The timing of completing the single audit procedures is delayed due to the U.S. Office of Management and Budget's delayed release of the 2026 Federal Compliance Supplement. No materials misstatements were noted during the audit. The U.S. Department of Education Student Financial Aid Cluster, U.S. Department of Energy Renewable Energy Research and Development grant (funding for the College's geothermal project), and U.S. Department of Treasury Coronavirus State & Local Fiscal Recovery Funds programs were considered to be major programs and will be audited in accordance with the Uniform Grant Guidance.

Due to her absence, Trustee Lundquist sent questions and comments via email to be resolved in the committee discussion and prior to the full Board of Trustees anticipated acceptance of the audit on October 19, 2026. The enumerated questions, along with brief responses *in italics*, are included in the following committee minutes.

1. Return to Title IV (repeat finding). The management response doesn't appear to match this year's finding. The FY26 finding is a refund that was never processed, but the response describes an incorrect date that led to a \$33 over-return, which was the FY25 error. The response also calls a repeat finding "isolated" and makes added review contingent on cost-benefit. I'd ask that it be revised to address the actual finding and to commit to independent review of R2T4 calculations.

The “Management Response” included in this draft contains FY25’s response. An updated response will be included in the final version.

2. Bank reconciliations (repeat finding). The finding says reconciliations for the general operating account were “not completed and reviewed timely” before November 2025, while other accounts were prepared on time but reviewed late. Could AHP clarify whether the general operating account issue involved late preparation as well as late review? It matters because this was the year the College received the \$27.0M Boardman Lake proceeds, \$8.9M in ERC refunds, and \$10.5M in bond proceeds. I’d also ask AHP whether either finding rises to a significant deficiency, and ask management to confirm that reconciliations are current today and to name an owner and target date for the review step.

AHP confirmed this is not a significant deficiency or material weakness. Upon notification of this finding in the prior year, management addressed and improved the timeliness of completion of bank reconciliations, but still fell short on timeliness of their review. Management will prioritize bank reconciliation review to ensure the College complies with best practices.

In reviewing audited financial statements, Garza noted the updated format to Management Discussion & Analysis (MD&A) per GASB 103.

3. Boardman Lake sale presentation. The MD&A states there were no unusual or infrequent items in FY26. AHP’s board letter notes that GASB 103 requires such items to be displayed separately. I’d like to understand why the \$24.3M gain isn’t presented that way.

The Boardman Lake Campus sale is reported in the Significant Capital Assets section, consistent with applicable accounting guidance. Because the property is an operational building, the sale does not qualify as an unusual or infrequent item.

4. Lease and subscription accounting. AHP corrected two misstatements of about \$173K each. The roughly \$200K subscription contract identified last year remains uncorrected for a second year. Why wasn’t that item booked? Is there now a process for capturing these contracts? Separately, Notes 6 and 7 don’t show lease or subscription assets or liabilities, while the representation letter asserts compliance with GASB 87 and 96. Where do those balances appear?

Overall, the misstatements are not material, so management determined to not go back to make the correction. The balances will appear over the course of the three-year contract.

5. Freshwater Research and Innovation Center joint venture. Note 4 describes the \$5.0M investment as equity-method but presents it in the fair value hierarchy as Level 3. It is carried at exactly cost, which suggests no share of operating results has been recognized. Is that the correct treatment? Are joint venture disclosures required?

No operating activity is occurring until the center is completed.

6. Cash flow tie-out. Ending cash on the statement of cash flows (53,089,927) differs from the balance sheet classification (52,986,344) by \$103,583. AHP has highlighted it. I'd just like confirmation that it's resolved.

This is an open item AHP is aware of and will be reconciled before final statements.

7. College and Foundation balances. The College reports a \$3,020,863 receivable from the Foundation. The Foundation reports \$2,193,872 due to the College, a difference of about \$827K. These matched exactly last year. Please explain or reconcile.

This is an open item that management is reconciling, likely due to timing of the check/receivable near the end of the fiscal year.

Drafting corrections were noted, to be addressed in final versions.

Trustee Robitshek inquired about how NMC compares to other community colleges. Cleaver stated that having two comments/errors is great, especially given the amount of activity in FY26, and that no items raise to a level of concern in either the college or Foundation's audit.

The committee members met with the AHP auditors without college staff for direct feedback on the FY26 audit.

Public Input—There was no public comment offered.

The meeting was adjourned at 10:54 a.m.

Recorded by Lynne Moritz, Executive Director of the President's Office and Board Operations

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Policy Committee Minutes
 Friday, October 16, 2026
 President's Office Conference Room
 Tanis Building
 1701 E. Front Street, Traverse City, MI 49686

Committee Chair Pam Horne called the meeting to order at 9:33 a.m.

Members Present: Pam Horne, Jody Lundquist, Ken Warner

Members Absent:

Others Present: Lynne Moritz

Policy A-104.00 Board of Trustees Video Recording of Meetings—The committee made amendments including updating the title of the executive staff responsible for administering the policy and the following:

Regular monthly meetings shall be ~~broadcast live in real time on the college's YouTube page~~ **livestreamed with free public access**, which does not include two-way communication with virtual viewers. Official video recordings shall be made available to the public on the Board's public website within eight days after the meeting.

There was consensus from the committee to recommend these amendments and for a first reading to occur at the November regular meeting of the full Board of Trustees.

Mission, Vision, and Values—The three policies outlining these ends policies were reviewed. The committee noted these guide the current strategic plan and there is no present need to consider amendment. When the next strategic planning process occurs, at the conclusion of the 2026-2029 Anchor & Edge plan, the committee recommended beginning the process with a full Board study session on Mission, Vision, and Values.

NMC Foundation Bylaws—Amendments to the Foundation Bylaws, recommended by the Foundation Board Development Committee and Executive Committee, along with coordination of Foundation and President's Office staff, were reviewed. Three minor grammatical clarifications were made to Section 7; given the corrections were extremely minor, the committee supported recommending the amended bylaws continue on in the approval process. The NMC Foundation Board will vote to approve the amended bylaws on October 21, 2026; pending their approval, the bylaws will be on the November 23 Board of Trustees agenda for a first reading. The second reading is anticipated for the December 14, 2026, agenda.

Public Input—There was no public comment offered.

Other Discussion—As requested by fellow trustees, when Policy A-104.00 and the Foundation Bylaws are put onto the November 23 agenda, a verbal report from Committee Chair Horne will also be added to the agenda.

The meeting was adjourned at 10:08 a.m.

Recorded by Lynne Moritz, Executive Director of the President's Office and Board Operations

DRAFT



MEMO
 Advancement and
 Community
 Engagement Team

To: Board of Trustees

From: Megan Bylsma, Acting Vice President for Advancement
 Eric Hines, Station Manager, WNMC 90.7 fm

Date: October 2026

Subject: Federal Communications Commission (FCC) Request

Recommendation

WNMC is seeking authorization to apply for a Federal Communications Commission (FCC) signal expansion. Licensing would be named to the Northwestern Michigan College Board of Trustees. The FCC recognizes the Board of Trustees as the license holder for WNMC's current 600-watt broadcast license, because the Board is legally the ultimate governing authority. This new license would be for a translator attached to that 600-watt license.

Background and Scope of Work

The FCC is opening up a rare window licensing opportunity for signal expansion in November 2026. We have done preliminary research for a site west of Omena as a possible second signal. The tower owner Brian Mitchell is amenable to hosting the translator antenna on favorable terms for the college.

Research indicates that 90.3 will be a workable signal for a ~20-watt signal at the above described location NW of Omena. This signal would gain WNMC listeners from Leland, Northport and surrounding areas, as well as a lot of areas with lesser coverage near Sutton's Bay. There would also be some spillover in the Western Torch lake area to the north of that area along the southwest lakeshore of Charlevoix.

Funding Source

- If granted the FCC licensing opportunity, this would be only for the license. WNMC would then need to move forward with a lease agreement for the owner of the tower NW of Omena. If granted the opportunity, WNMC would have a maximum of three years from the date of receiving the license to actually broadcast using it.
- Plant costs for the project would be less than \$15,000. WNMC will aggressively raise capital funds for this project with the NMC Foundation amongst potential

beneficiaries of the new signal. Several donors have expressed interest in facilitating an expansion of this sort in the past.

Resource Impact

This expense is: Operational



MEMO
Administrative Services

To: Nick Nissley, President

From: Troy Kierczynski, VP of Finance and Administration
Lindsey Dickinson, Director of Student Success
Laura Kingman, Facilities Project Manager

Date: October 1, 2026

Subject: Recommendation for Architectural Services for Osterlin Building Renovation

This document provides an overview and recommendation for selecting an architectural firm for the design of the Osterlin Building renovation into an Integrated Student Services Hub.

Recommendation

Authorize administration to enter into a contract with Cornerstone Architects for an amount not to exceed \$662,110, which includes base fees of \$575,000, a 10% budget contingency of \$57,500, FFE coordination of \$14,500, and estimated reimbursables of \$15,110.

Background and Scope of Work

As expressed in our 2024 facilities master plan and 2026 strategic plan, NMC seeks to renovate the existing Osterlin building into an Integrated Student Services Hub. Design development services are a required next step for construction planning. A solicitation of proposals was announced on September 4, 2026, with proposals due September 23, 2026. Laura Kingman, Facilities Project Manager, served as the key point of contact for NMC through this process, including all initial correspondence with bidders and analysis of proposals. Several other NMC staff also participated in review, scoring, and selection.

Bid Analysis

NMC received seventeen qualified (17) proposals by the due date. We requested firms break out proposed fees into the following categories:

1. Base fees: architectural and engineering services
2. FFE: Specification and coordination of furniture, fixtures, and equipment ("FFE")
3. Reimbursables: Estimated reimbursable expenses include any travel, printing, plan review, and all other estimated costs not included in the base fees.

Company	Location	Base Bid	FFE	Reimb.	Total
FIKA Architects	Ann Arbor, MI	\$428,500	\$19,800	\$1,500	\$449,800
Environment Architects	Traverse City, MI	\$472,500	\$10,500	\$3,000	\$486,000
Cornerstone Architects	Traverse City, MI	\$575,000	\$14,500	\$15,110	\$604,610
Studio+	Traverse City, MI	\$639,897	\$57,000	\$3,000	\$699,897
GMB	Grand Rapids, MI	\$687,000	\$33,725	\$9,000	\$729,725
Tower Pinkster	Kalamazoo, MI	\$632,000	\$55,000	\$45,540	\$732,540
Albert Kahn Associates	Detroit, MI	\$667,975	\$45,000	\$91,250	\$804,225
Whitewater Design	Grand Rapids, MI	\$734,667	\$59,640	\$19,700	\$814,007
WTA Architects	Saginaw, MI	\$685,750	\$128,000	\$25,000	\$838,750
Progressive Companies	Grand Rapids, MI	\$776,250	\$58,000	\$20,600	\$854,850
Hobbs & Black Architects	Grand Rapids, MI	\$793,100	\$54,600	\$11,500	\$859,200
The Collaborative	Mt. Clemens, MI	\$770,200	\$66,940	\$24,000	\$861,140
Inform Studio	Northville, MI	\$892,130	included	\$1,500	\$893,630
French AIA	Auburn Hills, MI	\$862,500	\$40,000	\$40,00	\$942,500
Neumann Smith	Southfield, MI	\$899,900	\$30,000	\$25,000	\$954,900
Fishbeck	Grand Rapids, MI	\$905,834	\$64,000	\$23,950	\$993,784
Holabird & Root	Chicago, IL	\$977,500	included	\$276,060	\$1,253,560

We selected **5 firms** to interview based on a scoring analysis of fees, relevant project experience, higher education experience, firm reputation, and staff qualifications. All firms interviewed were asked to present a case study of a relevant past project to help explain their processes for facility programming, creative approach, and stakeholder collaboration. During the interview, we asked questions focused on stakeholder integration and leadership. Our final recommendation is based on Cornerstone Architects' strong understanding of the project, experience working with higher education, and their competitive fee.

Funding Source

This contract will be funded using a combination of the \$13.5M of funding sources identified and authorized by the Board on August 17, 2026:

- \$10,000,000 from the Boardman Lake Campus Sale Proceeds;
 - \$15,180,022 fund balance as of August 31, 2026
 - Board designated fund, restricted for Strategic and Master Plan projects
- \$1,500,000 from the New Capital Projects Fund; and
 - \$1,500,000 fund balance as of August 31, 2026
 - Board designated fund, restricted for new capital projects
- \$2,000,000 from NMC Foundation fundraising.
 - \$1,000,000 raised as of August 31, 2026

Resource Impact

This expense is:

- ☒ Strategic
- ☒ Campus Master Plan
- ☒ Operational



MEMO
Educational Services

To: President Nick Nissley
From: Stephen Siciliano, Vice President for Educational Services
Date: October 5, 2026
Subject: Discontinuation of the AAS Degree in Engineering Technology--Computer Technology

Recommendation

I am seeking Board authorization, under Policy A-106.00, to discontinue the AAS in Engineering Technology--Computer Technology.

Background

As part of the ongoing Program Enhancement and Sustainability Review (PESR), we are currently reviewing the five different tracks of the AAS Degree in Engineering Technology. As part of our review is the study of enrollment trends within each track. One of these tracks--Computer Technology--has not had any students enrolled in the last two years. With the availability of the other four remaining Engineering Technology tracks, as well as our two AAS degrees in Computer Information Technology, our students have ample opportunities to gain similar skills that had been found in the AAS Degree in Engineering Technology--Computer Technology.

Thank you for your consideration.



MEMO

Strategic Initiatives

To: Dr. Nick Nissley, President

From: Jason Slade, Vice President, Strategic Initiatives

Date: October 8, 2026

Subject: Michigan New Jobs Training Program (MNJTP) - New and Amended Agreements for Board Approval - October 19, 2026, Board of Trustees Meeting

Recommendation

New Agreements

Requesting Board approval of the following New Jobs Training Program agreement:

- Stone House Bread, Traverse City, MI. Agreement until October 18, 2036, with the addition of ten new jobs, total budget of \$50,000.

Agreement Amendment

Requesting Board approval of the following amended New Jobs Training Program agreements:

- Superior Physical Therapy. Amend the previous agreement dated September 25, 2023. This agreement increases the budget from \$170,000 to \$310,000. Amended agreement date is October 19, 2026.
- Shoreline Power Services. Amend the previous agreement dated October 28, 2019. This agreement increases the budget from \$100,000 to \$240,000. Amended agreement date is October 19, 2026.
- RJG Inc. Amend the previous agreement dated March 18, 2024. This agreement increases the budget from \$470,000 to \$540,000. Amended agreement date is October 19, 2026.
- Hayes Manufacturing. Amend the previous agreement dated February 27, 2023. This agreement increases the budget from \$550,000 to \$600,000. Amended agreement date is October 19, 2026.
- Great Lakes Stainless. Amend the previous agreement dated February 13, 2025. This agreement increases the budget from \$84,000 to \$134,000. Amended agreement date is October 19, 2026.

With the amendment(s):

- Net new jobs qualified under all agreements are projected at 1,282. Training expenditures are now valued at over \$12.3M for the region delivered through 2039.

Requirements of the Program

The Michigan New Jobs Training Program, established in 2008, allows community colleges to provide training for employers who are creating new jobs and/or expanding operations in Michigan. The training for the newly hired workers is paid by capturing the state income tax associated with the new employees' wages. Eligibility:

- Are full-time, in a new, existing, or expanding business of the employer
- Are not jobs of recalled workers, replacement jobs, or any other job that existed in the employer's business within the one-year period preceding the date of an agreement
- Are new jobs that pay at least the county's ALICE rate when the contract is signed
 - ALICE rates for reference: Wexford \$20.02, Benzie \$22.29, Kalkaska \$21.41, Antrim \$22.64, Grand Traverse \$23.89, and Leelanau \$33.88 (highest in the state)
 - Old contracts may meet the 175 percent of the Michigan minimum wage
- Are new jobs that result in a net increase in employment in this state for the employer

MICHIGAN NEW JOBS TRAINING AGREEMENT

PART I

1. “College” means Northwestern Michigan College of Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

Finance

Lindsey Lipke, Controller
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686
llipke@nmc.edu
231-995-1943

Training

Lisa Rollin, Senior Accountant
Michigan Manufacturing Technology Center
1001 Bay Street, Suite D
Traverse City, MI 49684
llrollin@nmc.edu
231-887-5100

2. “Employer” means **Stone House Bread LLC** of Traverse City, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

Grant Vandenburg
General Manager
Stone House Bread LLC
4200 US 31 South
Traverse City, MI 49685
grant@stonehousebread.com
Federal ID No.: 26-1172829

3. The Employer certifies that the number of jobs on its payroll in Michigan as of February 12, 2026, the date of the Preliminary Agreement, was 54 and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was 57. The employer will need to reach 57 full-time permanent employees before adding the first qualifying position to this program.
4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.
5. The effective date of this Agreement shall be October 19, 2026.
6. The term of this Agreement shall be ten (10) years, expiring October 18, 2036, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.

**MICHIGAN NEW JOBS TRAINING AGREEMENT
PART II
EXHIBIT A**

Estimated Budget

1.	Training	\$ 43,478
2.	Training Equipment	\$ 0
3.	Administrative Fee	\$ 6,522
	TOTAL	\$ 50,000

Final Costs

1.	Training	\$
2.	Training Equipment	\$
3.	Administrative Fee	\$
	TOTAL	\$

Acknowledged this 19th day of October 2026.



Grant Vandenbussche, General Manager
Stone House Bread LLC

Nick Nissley, President
Northwestern Michigan College

EXHIBIT B

Tentative Training Program

I. Overview

A.	Estimated number of new jobs:	10 @ \$23.89+
B.	Expected date by which new jobs will be filled:	12/31/31
C.	Estimated costs of training:	\$ 43,478
D.	Expected begin date:	10/19/26
E.	Expected end date:	10/18/36

II. Description of Training

- Food Safety and Quality Systems
- Commercial Bakery Production and Equipment Operation
- Maintenance, Workplace Safety, and Production Leadership
- Diversity, Equity, and Inclusion
- Sexual Harassment

III. Description of Training Equipment

EXHIBIT C

Employer Projections of Payroll and New Jobs Credit

Year of Agreement	Estimated Payroll of New Positions	Estimate of Diverted Payroll Taxes	Cumulative Diverted Payroll Taxes
1	\$117,647	\$ 5,000	\$ 5,000
2	\$117,647	\$ 5,000	\$10,000
3	\$117,647	\$ 5,000	\$15,000
4	\$117,647	\$ 5,000	\$20,000
5	\$117,647	\$ 7, 500	\$25,000
6	\$117,647	\$ 5,000	\$30,000
7	\$117,647	\$ 5,000	\$35,000
8	\$117,647	\$ 5,000	\$40,000
9	\$117,647	\$ 5,000	\$45,000
10	\$117,647	\$ 5,000	\$50,000

Note: Although the term of this Agreement is ten (10) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.

MICHIGAN NEW JOBS TRAINING AGREEMENT

PART III

An agreement to provide for:

- The creation of a New Jobs Training Program between the College and the Employer.
- The capture of New Jobs Credit from Withholding from employees in New Jobs.
- The use of New Jobs Credit from Withholding to pay Project Costs.

This New Jobs Training Agreement (the “Agreement”) made and entered into as of the Effective Date, between the College and the Employer, under the following circumstances:

A. Pursuant to the New Jobs Training Programs codified in Chapter 13 of the Community College Act of 1966, Act 331, Public Acts of Michigan, 1966, as amended (“Act 331”), the College and the Employer have determined to enter into this Agreement for purposes of establishing a project to educate and train certain persons employed by the Employer in new jobs.

B. The College and the Employer each have full power and authority to authorize, execute, and deliver this Agreement.

C. When duly executed and delivered, this Agreement will be a legal, valid, and binding obligation of the College and of the Employer enforceable in accordance with its terms.

NOW, THEREFORE, in consideration of the mutual covenants and benefits set forth below, it is agreed by the parties hereto as follows:

ARTICLE I

DEFINITIONS

Section 1.1 “Act” means the New Jobs Training Programs codified in Chapter 13 of the Community College Act of 1966, Act 331, Public Acts of Michigan, 1966, as amended.

Section 1.2 “Bonds” means Bonds or Notes of the College issued pursuant to the Act to pay all or part of the Program Costs pursuant to this Agreement.

Section 1.3 “Debt Service” means the payment of the principal of and interest on and redemption premium, if any, on Bonds issued pursuant to this Agreement.

Section 1.4 “New Job” means a full-time job in this state that meets all of the following:

- (i) Except as provided in subparagraph (ii) or (iii), is a new, existing, or expanding business of an employer.
- (ii) Is not a job of a recalled worker, a replacement job, or any other job that existed in the employer's business within the one-year period preceding the date of the Agreement.
- (iii) Is not a job that is part of an employer's business operation located in a municipality in this state, if that job existed in a business operation or a substantially similar business operation of the employer formerly located in another municipality in this state, the employer moved that business operation or substantially similar business operation to its current location, and the employer closed or substantially reduced that former business operation or substantially similar business operation.

(iv) Results in a net increase in employment in this state for that employer.

(v) **The wage paid for the job is equal to or exceeds the ALICE rate of the county in which the company resides in effect as of the Effective Date. The ALICE rate for Grand Traverse County is \$23.89.**

Section 1.5 “New Jobs Credit from Withholding” or “Jobs Credit” means the New Jobs Credit from Withholding, established in Section 163 of the Act, MCL 389.163, paid to the College by the Employer pursuant to Article IV of this Agreement.

Section 1.6 “Program Costs” means all necessary and incidental costs of providing Program Services for the Project and shall include an administrative fee of 15 percent of the aggregate amount paid under this Agreement. Attached hereto as Part II Exhibit A and incorporated herein by reference is an estimated budget relating to the Project.

Section 1.7 “Program Services” for the Project are as tentatively set forth on Part II Exhibit B attached hereto and incorporated herein by reference.

Section 1.8 “Project” shall consist of this training arrangement to provide Program Services pursuant to this Agreement with respect to employees to be employed by the Employer in New Jobs at the Project Site.

Section 1.9 “Project Fund” means a special fund of the College established for the payment of Program Costs as provided in Section 3.1 and for no other purpose.

Section 1.10 “Project Site” means the Employer’s business address named in Part I attached hereto and incorporated herein by reference, where the New Jobs will be created.

Section 1.11 “Resolution” means the Resolution or Resolutions authorizing the issuance of New Jobs Training Bonds adopted by the College in connection with the Project.

Section 1.12 “Training” means the Program Services exclusive of administrative fees for the New Jobs Training Program and the College’s legal fees.

Other terms used in this Agreement shall have the meanings set forth in the Act.

ARTICLE II PROJECT: PROGRAM SERVICES

Section 2.1 The College agrees to provide the Program Services to the extent of funds available for that purpose in the Project Fund. It is understood and agreed that the Employer and the College will cooperate in the coordination and programming of the specific expenditures and of the Project within the guidelines set out in this Agreement and Part II, Exhibits B and C. The College may, in its discretion, subcontract with other entities or persons to provide all or part of the Training. It is understood and agreed that the Training set forth on Part II, Exhibit B is tentative and is subject to change and further development, within the budget for the Project, upon the mutual written agreement of the College, acting through its authorized officer, and the Employer.

Section 2.2 The College and Employer agree that all necessary and incidental costs, including but not limited to Program Costs and Debt Service, if any, and related costs may be paid from New Jobs Credit from Withholding, to be received or derived from new employment resulting from the Project.

If any equipment is to be procured as part of the Program Services under this Agreement (“Training Equipment”), all of the following apply:

(a) Training Equipment may be procured by either purchase or pursuant to a lease which does not result in or end with the ownership of the property by the leasing party.

Training Equipment acquired by purchase may only be acquired by the College and title to such Training Equipment shall immediately vest with the College. Training Equipment procured by the College, whether by lease or purchase, shall comply with the College's approved procurement policy and state law.

Training Equipment acquired by lease may be acquired by either the College or the Employer with prior written approval of the College. The term of any such lease shall not be longer than the term of this Agreement.

(b) During the term of this Agreement, Training Equipment shall be used exclusively to provide the Program Services and may not be used by the Employer for any other purpose.

(c) Upon expiration or termination of this Agreement, the College may use or dispose of the Training Equipment acquired by purchase in compliance with the same policies, procedures and practices in effect for similar property of the College.

(d) Any costs for the delivery of the Training Equipment shall be paid as part of Program Costs. Any installation accommodations, such as compressed air, or routine maintenance necessary to keep the Training Equipment in good and working condition, such as fluid refills or changes, replacement of worn tools, parts, or consumables, etc. during the term of this Agreement, shall be the sole responsibility of the Employer.

(e) Only fully qualified, competent, trained, and certified (if applicable) personnel providing the Training ("Training Personnel") may use the Training Equipment to provide Program Services.

(f) Each of the College or the Employer, as applicable, shall contractually or otherwise require Training Personnel to keep a record of each day and time the Training Equipment is used to provide Training and the name of every employee who participated in Training on such day and time. The Employer shall provide these records to the College upon request.

(g) Training Personnel shall manage the Training Equipment in a professional manner and properly instruct any employees in the use of the Training Equipment.

(h) The Employer shall ensure that the Training Equipment is properly operated and maintained in accordance with the manufacturer's recommendations and that all scheduled maintenance or necessary repairs are carried out promptly by a qualified person so as to keep the Training Equipment in good working order and to maintain all applicable manufacturer's warranties.

(i) During the term of this Agreement, the Employer shall indemnify, defend, and hold College its officials, administrators, employees, agents, contractors, successors, and assignees, harmless from and against any and all claims, suits, debts, demands, actions, judgments, liens, costs, expenses, damages, injuries and liabilities, including reasonable attorney's fees, arising from the ownership or lease, use, storage, procurement, delivery, maintenance, repair, movement or relocation of the Training Equipment, including, without limitation, all claims relating to injury or death of any person or damage to any property.

(j) If Training Equipment is physically located on the property of the College, then all of the following apply:

- (i) The College shall be responsible for any damage to the Training Equipment other than normal wear and tear.
- (ii) The College shall ensure the Training Equipment is housed in a safe location on its property and shall protect the Training Equipment from all risks, including but not limited to risk of damage or theft.
- (iii) The College and the Employer shall mutually agree on a Training schedule to ensure the Employer has access to the Training Equipment.

(k) If Training Equipment is physically located on the property of the Employer, then all of the following apply:

- (i) The Employer shall be responsible for any damage to the Training Equipment other than normal wear and tear.
- (ii) The Employer shall ensure the Training Equipment is housed in a safe location on its property and shall protect the Training Equipment from all risks, including but not limited to risk of damage or theft.
- (iii) To the extent the Training Equipment requires internet access, the Employer shall provide a secure internet connection (wired or wireless) for the Training Equipment and the Employer shall be solely responsible for the selection, implementation and maintenance of security procedures, policies and protocols sufficient to protect electronic records and data against improper access, use, loss, alteration or destruction.
- (iv) The Employer shall procure Commercial General Liability Insurance, and maintain such insurance at all times the Training Equipment is on the property of the Employer, that meets all of the following requirements:
 - (1) Limits of liability shall not be less than the commercially reasonable value of the Training Equipment.
 - (2) Commercial General Liability shall include an endorsement stating the following shall be Additional Insureds: the College, its officials, administrators, employees, agents, contractors, successors and assignees. It is understood and agreed by naming the College as additional insured, coverage afforded is considered to be primary and any other insurance the College may have in effect shall be considered secondary and/or excess.
 - (3) The policy shall include an endorsement providing that the College shall be provided thirty (30) days' advance written notice of Non-Renewal, Reduction, and/or Material Change of the policy and ten (10) days' advance written notice of cancellation of the policy for non-payment of premium.
 - (4) The Employer shall provide the College a Certificate of Insurance as well as the required endorsements prior to the location of any Training Equipment on the property of the Employer. In lieu of required endorsements, if applicable, a copy of the policy sections where coverage is provided for additional insured and cancellation notice would be acceptable. Copies or certified copies of all policies mentioned above shall be furnished to the College upon request.
- (v) The Employer shall provide the College access to the Training Equipment upon request to allow the College to inspect the Training Equipment and ensure the Employer's compliance with the provisions of this Section 2.2.
- (vi) The Employer shall, at its sole cost, deliver or cause to be delivered the Training Equipment to the College, or to the owner of the Training Equipment if leased, in compliance with any delivery instructions provided by the College's representative upon the earlier of (A) the completion of Training for all eligible and identified positions, (B) ten (10) business days of the expiration or termination of this Agreement, or (C) the day of expiration of the lease of the Training Equipment.

Section 2.3 The College may revise or expand the Training from time to time as may be mutually agreed between the parties; provided that no revision shall be made which would change the Project to purposes other than those purposes permitted by the Act.

Section 2.4 Employer certifies that the number of jobs, including formerly existing jobs, on its payroll in Michigan is as set forth in Part I of this Agreement.

Section 2.5 As part of the Program Services, the Employer shall pay to the College an administrative fee of 15 percent of the aggregate amount paid under this Agreement. The College shall retain that portion of the administrative fee representing 14 percent of the aggregate amount paid under this Agreement for its administrative expenses and the remaining sum representing 1 percent of the aggregate amount paid under this Agreement shall be paid by the College to the Michigan Community College Association (the "MCCA") to cover certain costs of the MCCA with respect to administration, coordination, and reporting requirements for new jobs training agreements, including this Agreement.

ARTICLE III PROJECT FUND

Section 3.1 The College shall open a separate depository account or create a separate Project Fund on the books of the College to facilitate the funding of this Agreement. The College shall deposit into the Project Fund (i) funds on hand of the College, (ii) tuition, student fees, or special charges received by the College for the Project, (iii) training funds received by the College from the Employer (other than New Jobs Credit from Withholding) intended as direct payment for the Project, and (iv) proceeds of the Bonds issued for the Project pursuant to Article VI. All sums held in the Project Fund shall be used solely and only for payment of costs of the Project.

ARTICLE IV NEW JOBS CREDIT FROM WITHHOLDING

Section 4.1 The Employer and the College hereby acknowledge and agree that the costs of the Project are to be paid from New Jobs Credit from Withholding which shall be based on salary and wages paid to employees of the Employer in the New Jobs.

Section 4.2 This Agreement is entered into upon the expectation that, as set forth in Part II, Exhibit C, sufficient funds from New Jobs Credit from Withholding will be generated to pay the Program Costs. Part II, Exhibit C sets forth the minimum annual amount of New Jobs Credit from Withholding or tuition and fee payments to be paid for Program Costs. Employer's projections of gross wages to be paid to employees in New Jobs covered by this Agreement are set forth in Part II, Exhibit C attached hereto.

Section 4.3 Part II, Exhibit B sets forth the estimated number of employees in New Jobs to be trained, the expected beginning and ending date of the training to be provided, the estimated costs, the training that will be provided, and the expected date by which the number of New Jobs will be filled.

Section 4.4 The Employer shall each month for each employee in a New Job pay the amount required to be deducted and withheld by the Employer under section 703 of the income tax act of 1967, 281 PA 1967, MCL 206.703, to the College in the same manner as the Employer returns and pays withholding payments to the Revenue Division of the Department of Treasury.

Section 4.5 The Employer agrees to certify to the Department of Treasury all New Jobs Credit from Withholding paid to the College pursuant to this Agreement and shall provide any other information reasonably requested by the Department of Treasury.

Section 4.6 Upon receipt of New Jobs Credit from Withholding and other funds received pursuant to this Article, if any, the College shall deposit said funds into a special fund designated as the Project Receipt Fund and used exclusively for the purposes of reimbursing the College for Program Costs.

Section 4.7 The College agrees to certify to the Michigan Department of Treasury, at the end of each calendar quarter, the amount of New Jobs Credit from Withholding that the Employer has remitted to the College in said quarter. In addition, the College agrees to satisfy all reporting requirements to the Department of Treasury as set forth in the Act.

Section 4.8 The Employer agrees to provide the College at least quarterly during the term of this Agreement with payroll and such other records as the College may reasonably request with respect to all employees in New Jobs in sufficient detail to permit the College to review and confirm the wages paid to said employees; timing of payments, deductions, and withholdings from income tax for purposes of generated New Jobs Credit from Withholding; and dates of employment.

ARTICLE V REIMBURSEMENT OF EMPLOYER TRAINING EXPENSES

Section 5.1 The Employer has consented to pay for all training conducted under this Agreement for remuneration of all expenses incurred by the College including but not limited to assessment; instruction; training materials and manuals; required equipment; evaluation; and other related costs. The College will not require payment from the Employer, nor is the Employer obligated to prepay, any College administrative costs incurred as a result of this Agreement except for the administrative fee of 15 percent required by Section 2.5 of this Agreement.

Section 5.2 The College agrees to periodically submit invoices to the Employer delineating all anticipated expenses related for the ensuing training period. These invoices will include costs and fees associated with providing training to meet expectations established in the approved Training Plan. Unless the Employer disputes the invoiced amount in good faith, the Employer agrees to remit, in full, the total amount listed on the invoice within thirty (30) days of its receipt. If the Employer disputes any portion of the invoiced amount in good faith, the Employer shall pay the disputed portion as required under this Section 5.2 and provide written notice to the College describing the Employer's reason(s) for disputing the balance of the invoice. The Employer and College shall promptly meet to discuss and resolve such dispute. Upon completion of each training period, the College shall provide documentation to the Employer evidencing the actual costs and expenses incurred.

Section 5.3 The Employer may, with the College's prior written approval, directly incur certain training expenses. The Employer is required to submit to the College copies of all invoices, receipts, records, and any additional data necessary to describe all expenses it incurred and paid, if any, for purposes of providing the training as outlined in the Training Plan.

Section 5.4 If training is provided by an entity or person other than the College, the College shall add a project management fee of twenty (20) percent to the total cost of Training.

ARTICLE VI NEW JOBS TRAINING REVENUE BONDS: SECURITY

Section 6.1 If Bonds are issued to finance or refinance all or a part of the Project, then the provisions of this Article shall apply.

Section 6.2 The College may irrevocably pledge the New Jobs Credit from Withholding, and the Project Receipt Fund into which the withholdings are paid, for the payment of the principal of and interest on bonds issued by the College to finance or refinance the Project in whole or in part. The Employer acknowledges and agrees that the College may issue bonds for this Project in conjunction with and as a single issue, or as multiple series of bonds, to finance multiple projects of the College pursuant to new jobs training agreement(s) entered into between the College and other employers. The Employer's obligations, covenants and representations set forth herein are not and shall not be conditioned on the issuance of Bonds identifiable or specifically attributable to this Project.

Section 6.3 The College and the Employer agree that the receipts from the New Jobs Credit from Withholding and the Project Receipt Fund into which the same are paid may be irrevocably pledged by the College for the payment of the Debt Service. If Bonds are to be issued, a tentative payment schedule for the Bonds shall be attached to this Agreement. Following issuance and sale of the Bonds a final payment schedule, if different from the attached schedule, shall be prepared using the actual rates of interest and maturities for the Bonds. Such final payment schedule, if prepared, shall become a part of this Agreement without further action by the Employer or the

College and shall supersede the schedule attached hereto. A copy of such final payment schedule shall be provided to the Employer.

Section 6.4 The term of this Agreement shall coincide with the period of time over which the Bonds mature and the Program Costs are deferred; provided, that this Agreement shall not terminate, and the obligations, representations, warranties, covenants and agreements of the Employer hereunder shall continue until the Bonds, if any, issued in connection with the Project shall have been paid in full.

Section 6.5 The Bonds will be issued pursuant to a Resolution adopted by the Board of Trustees of the College in the aggregate principal amount, bearing interest (at a rate to be determined at the time the Bonds are authorized to be issued), maturing, and being redeemable as set forth in the Resolution.

Section 6.6 The proceeds from the sale of the Bonds shall be paid to the College and deposited in the Project Fund or other fund established by the College. The Project Fund shall be used only for purposes of the Project. Pending disbursements for Program Services and Program Costs, the proceeds so deposited in the Project Fund, together with any investment earnings thereon, shall be subject to a lien in favor of the holders of the Bonds as provided in the Resolution authorizing the Bonds.

Section 6.7 The College agrees to use its best efforts to sell and issue the Bonds, and the Employer agrees to cooperate with the College to provide necessary financial information in connection with the marketing and sale of the Bonds.

ARTICLE VII COVENANTS, REPRESENTATIONS, AND WARRANTIES

Section 7.1 Representations of the College. The College represents that (i) it is a community college duly organized and validly existing under the Act, (ii) it has full power and authority pursuant to the Act to enter into this Agreement, and to execute, deliver, and perform its obligations under this Agreement, and (iii) it has full power and authority pursuant to the Act to carry out and consummate all actions required to be taken by it in connection with the activities contemplated in this Agreement.

Section 7.2 Representations, Warranties, and Covenants of Employer. Employer represents, warrants, and covenants that:

- (a) The Employer is duly organized and validly existing under the laws of the State of Michigan and is duly qualified, authorized, and licensed to do business in the State of Michigan.
- (b) The Employer has full power and authority to enter into the Agreement.
- (c) The Employer has duly authorized, by all necessary action, the execution, delivery, and due performance of the Agreement
- (d) There is no action, suit, proceeding, inquiry, or investigation pending before any court or before or by any public board or body, nor, to the knowledge and information of the Employer, threatened against or affecting the Employer, and to the best of the knowledge and information of the undersigned is there any basis therefor, wherein an unfavorable decision, ruling, or finding that would materially adversely affect the activities contemplated by or the validity of this Agreement.
- (e) There is no litigation or proceeding pending, or to the knowledge of Employer threatened, against the Employer or any other person affecting in any manner whatsoever the right of the Employer to execute the Agreement or to otherwise comply with its obligations under the Agreement.
- (f) Each of the jobs covered by this Agreement is a New Job as that term is defined in the Act and each of the employees to be trained under this Agreement will be employed directly by the Employer.

- (g) The Employer's projections of the annual gross wages to be paid by the Employer to employees in the New Jobs covered by this Agreement are accurately depicted in Part II, Exhibit C based on current expectations of the Employer.
- (h) All training and services provided pursuant to this Agreement constitute the Program Services as that term is defined in the Act and qualify for funding from the New Jobs Credit from Withholding.
- (i) Employer knowingly assumes the obligation under this Agreement to pay the Program Costs in the event the sources of payment described in Section 4.6 are not sufficient to satisfy the Program Costs in full, and the Employer shall also pay the Training costs for any Non-Eligible Employees.
- (j) Employer agrees to hold the College harmless and to reimburse the College for any Program Costs, Training costs, or other costs or expenses related to this Agreement which are determined to be ineligible to be paid for with New Jobs Credit from Withholding by any order of the State of Michigan, any agency therefor, or a court of competent jurisdiction, including the College's costs and expenses (including, without limitation, reasonable attorneys, and consultant fees) in responding to or defending any claim, demand, audit, action, or suit questioning the use of New Jobs Credit from Withholding.

ARTICLE VIII EVENTS OF DEFAULT

Section 8.1 Events of Default. Each of the following shall be an "event of default":

- (a) The Employer shall fail to pay, advance, or deposit any amount required to be made by the Employer on or prior to the date on which such payment, advancement, or deposit is due and payable and continuing for more than five (5) business days thereafter.
- (b) The Employer shall fail to observe and perform any representation, term, or condition contained in this Agreement, if such failure continues for a period of twenty (20) days after notice of such failure is given to the Employer by the College, or for such longer period as the College may agree to in writing; provided, that if the failure is other than the payment of money and is of such nature that it cannot be corrected within the applicable period, such failure shall not constitute an event of default so long as the Employer institutes a curative action plan approved by the College within the applicable period and diligently pursues such action plan to completion and cures such default within sixty (60) days thereafter.
- (c) The Employer, any guarantor of the obligations of the Employer to the College pursuant to this Agreement, a Person controlled by the Employer or Person in control of the Employer shall: (i) admit in writing its inability to pay its debts generally as they become due; (ii) have an order for relief entered in any case commenced by or against it under the federal bankruptcy laws, as now or hereafter in effect; (iii) commence a proceeding under any other federal or state bankruptcy, insolvency, reorganization or other similar law, or have such a proceeding commenced against it and either have an order of insolvency or reorganization entered against it or have the proceeding remain undismissed and unstayed for ninety (90) days; (iv) make an assignment for the benefit of creditors; or (v) have a receiver or trustee appointed for it or for the whole or any substantial part of its property.
- (d) The Employer shall close or announce that it is closing its operations at the Project Site (unless such operations will be transferred to another facility in the state of Michigan and as a result the College will be entitled to receive the revenue from the sources set forth in Section 4.6 or receives assurance satisfactory to the College of the receipt by the College of payments to satisfy the obligations of the Employer).
- (e) The College determines from time to time that, for any reason, including but not limited to a work force reduction at the Project Site, sufficient realized or projected revenue from New Jobs Credit from Withholding will not be generated by the Project to enable the College to satisfy the Obligations.

(f) Any representation or warranty made by the Employer herein or any statement in any report, certificate, financial statement, or other instrument furnished in connection with this Agreement or with the sale of the Bonds shall at any time prove to have been false or misleading in any material respect when made or given.

(g) The Employer acts in a manner contrary to any provision of this Agreement or fails to act in a manner required by any provision of this Agreement and the College determines as a result of such act or failure to act that (1) there are not or will not be sufficient funds generated by the Project to enable the College to satisfy the costs of the Project and/or (2) that the security interest granted to the College pursuant to this Agreement is not perfected or that the College's relative priority as a secured party has changed to the detriment of the College without its written consent.

(h) Any guarantor of the obligations of the Employer under this Agreement shall no longer own or control the Employer, such guarantor shall be dissolved, merged, or consolidated or such guarantor shall notify the College that it rejects or disavows the guarantor's obligations to the College.

The exercise of remedies upon the occurrence of any event of default under subsection (c) above shall be subject to any applicable limitations of federal bankruptcy law affecting or precluding such exercise during the pendency of or immediately following any bankruptcy, liquidation, or reorganization.

Section 8.2 In the event of default by the Employer, the College may, without notice to Employer, withhold, suspend, or terminate the Training and the Program Services, and apply all or a part of any remaining funds budgeted for Training to the satisfaction of the Obligations. In addition, the College may take whatever other action at law or in equity may appear necessary or desirable to collect the payments and other amounts then due and thereafter to become due, or to enforce performance and observance of any other obligation or agreement of the Employer under this Agreement. Notwithstanding the foregoing, the College shall not be obligated to take any step which in its opinion will or might cause it to expend time or money or otherwise incur liability unless and until a satisfactory indemnity bond has been furnished to the College at no cost or expense to the College.

Section 8.3 Immediately upon the occurrence of an event of default, there shall be due from the Employer to the College such amount as will enable the College to presently satisfy the unpaid amount of the Obligations, including Debt Service on the Bonds. No demand or notice of the amount due immediately upon the occurrence of an event of default is or shall be required to fix the liability of Employer or the amount due from Employer. The amount due hereunder from the Employer shall be a debt of Employer to the College and the College may set off against the amount due from the Employer any debt or debts of the College to Employer.

Section 8.4 No remedy conferred upon or reserved to the College by this Agreement is intended to be exclusive of any other available remedy or remedies, but each and every such remedy shall be cumulative and shall be in addition to every other remedy now or hereafter existing at law, in equity or by statute. No delay or omission to exercise any right or power accruing upon any default shall impair any such right or power or shall be construed to be a waiver thereof, but any such right and power may be exercised from time to time and as often as may be deemed expedient. In order to entitle the College to exercise any remedy reserved to it in this Article, it shall not be necessary to give any notice, other than such notice as may be expressly required herein, nor shall it be necessary to make any declaration of an event of default other than such declaration as may be expressly required herein.

Section 8.5 In the event any agreement contained in this Agreement should be breached by either party and thereafter waived by the other party, such waiver shall be limited to the particular breach so waived and shall not be deemed to be a waiver of any other breach hereunder.

ARTICLE IX MISCELLANEOUS

Section 9.1 This Agreement may be executed in any number of counterparts, each of which shall be regarded as an original and all of which shall constitute but one and the same instrument.

Section 9.2 If any Section or provision of this Agreement shall be found invalid, that Section or provision shall be severable, and the balance of the Agreement shall remain in full force and effect.

Section 9.3 This Agreement shall be governed under the laws of the State of Michigan.

Section 9.4 Amendments to this Agreement shall not be effective unless approved in writing by both parties.

Section 9.5 All notices, requests, or other communications under this Agreement shall be in writing and deemed given when delivered personally, upon the next business day if deposited with a nationally recognized over-night delivery service, or upon the third following business day, if deposited in the United States Mail with postage prepaid and sent by certified mail, return receipt requested, addressed as set forth in Part I of this Agreement.

Employer and the College may, by notice given hereunder, designate any further or different addresses or persons to which subsequent notices, requests, or other communications shall be sent.

Section 9.6 This Agreement shall inure to the benefit of and shall be binding in accordance with its terms upon the College, the Employer, and their respective permitted successors and assigns provided that this Agreement may not be assigned by Employer without the prior written consent of the College.

Section 9.7 This Agreement, including Part II Exhibits, constitutes the entire agreement between the College and the Employer with respect to the subject matter hereof and as such supersedes all previous negotiations, commitments, and understandings. Captions and the alignment of the Agreement are for convenience only and shall not be construed to modify the rights or obligations of the parties.

Section 9.8 This Agreement consists of Part I, Part II, and Part III and includes all attachments, appendices, and exhibits thereto all of which are hereby approved and incorporated in full by reference.

IN WITNESS WHEREOF the College and Employer have caused this Agreement to be duly executed all as of the Effective Date.

NORTHWESTERN MICHIGAN COLLEGE

Name: _____
Nick Nissley

Title: President

Date: October 19, 2026

STONE HOUSE BREAD LLC

Name:  _____
Grant Vandebussche

Title: General Manager

Date: October 19, 2026

MICHIGAN NEW JOBS TRAINING AGREEMENT

Amendment No. 3

PART I

This amendment between Northwestern Michigan College and Great Lakes Stainless, Inc., dated October 19, 2026, amends the previous Agreement dated February 13, 2025. This agreement increases the budget from \$84,000 to \$134,000.

1. “College” means Northwestern Michigan College, Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

Finance:

Lindsey Lipke, Controller
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686
llindsey@nmc.edu
231-995-1943

Training:

Lisa Rollin, Senior Accountant
MI Manufacturing Technology Center
1001 Bay Street, Suite D
Traverse City, MI 49684
llrollin@nmc.edu
231-887-5100

2. “Employer” means Great Lakes Stainless, Inc. of Traverse City, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

Amy Tooker
Director of Human Resources
Great Lakes Stainless, Inc.
1305 Stepke Court
Traverse City, MI 49685
Federal ID: 38-3299639

3. The Employer certifies that the number of jobs on its payroll in Michigan as of the date of the Agreement of Intent was **48**, and that the highest number of jobs on its payroll in Michigan in the last 12 months was **50**. Two existing positions will be filled in the near future.
4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.
5. The effective date of this Agreement shall be **April 22, 2013** (the “Effective Date”).
6. The term of this Agreement shall be twenty (20) years; provided that this Agreement shall not terminate and the obligations, representations, warranties, covenants and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

- 7.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.

**NEW JOBS TRAINING AGREEMENT
PART II
EXHIBIT A - Estimated Budget**

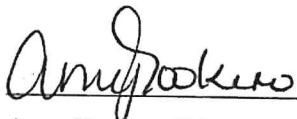
1.	Training	\$116,522
2.	[Financing costs, Bond issuance costs, contingency or other costs]	\$ 0
3.	Administrative Fee	\$ 17,478
	TOTAL	\$134,000

The dollar amounts within the line items may fluctuate because of the need to adapt the monies to specific program costs.

Final Costs

1.	Training	\$ _____
2.	[Financing costs, Bond issuance costs, contingency or other costs]	\$ _____
3.	Administrative Fee	\$ _____
	TOTAL	\$ _____

Acknowledged this 19th day of October 2026.



Amy Tooker, Director of Human Resources
Great Lakes Stainless, Inc.

Nick Nissley, President
Northwestern Michigan College

EXHIBIT B

Tentative Training Program

I. Overview

A.	Number of new jobs:	18
B.	Expected date by which new jobs will be filled:	12/31/14
C.	Estimated cost of training:	\$116,522
D.	Expected beginning date of training:	05/01/2013
E.	Expected ending date of training:	04/21/2033

II. Description of Training

Training plan includes:

- Lean Manufacturing Champion
- Lean Office Champion
- Kaizen Event/VSM Project
- AutoCAD Introduction
- Leadership Skills
- Leadership Skills Refresher
- Laser Safety Officer Certification
- Inventor CAD
- E2 Estimator
- Blueprint Reading

EXHIBIT C

Employer Projections of Sources of Payments of Program Costs

I. Employer's projections of gross wages for employees in new jobs, new jobs credit from withholding, and fees to be paid for program costs:

12-Month Period Ending	Estimated Gross Wages	Estimate of New Jobs Credit From Withholding	
06/30/2014	\$450,420	\$19,143	\$19,143
06/30/2015	\$450,420	\$19,143	\$38,286
06/30/2016	\$450,420	\$19,143	\$57,429
06/30/2017	\$450,420	\$19,143	\$76,572
06/30/2018	\$450,420	\$19,143	\$95,715
06/30/2019	\$450,420	\$19,143	\$114,858
06/30/2020	\$450,420	\$19,143	\$134,000

[continue as necessary]

IN WITNESS WHEREOF the College and Employer have caused this Agreement to be duly executed all as of the Effective Date.

NORTHWESTERN MICHIGAN COLLEGE

By: _____
Nick Nissley

Title: President

Date: 10/19/26

GREAT LAKES STAINLESS, INC.

By: 

Name: Amy Tooker

Title: Director of Human Resources

Date: 10/19/26

MICHIGAN NEW JOBS TRAINING AGREEMENT NJTP-269; AMENDMENT #2

This amendment between Northwestern Michigan College and Hayes Manufacturing dated October 19, 2026, amends the Agreement dated February 27, 2023. This Agreement increases the budget from \$550,000 to \$600,000.

PART I

1. "College" means Northwestern Michigan College of Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

Finance

Lindsey Lipke, Controller
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686
llipke@nmc.edu
231-995-1943

Training

Lisa Rollin, Senior Accountant
Michigan Manufacturing Technology Center
1001 Bay Street, Suite D
Traverse City, MI 49684
lrollin@nmc.edu
231-887.5100

2. "Employer" means **Western Diesel Services, Inc. d/b/a Hayes Manufacturing** of Fife Lake, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

Lisa Miller
Business Support Manager
Hayes Manufacturing
6875 US 131
Fife Lake, MI 49633
lisa@hayescouplings.com
Federal ID No.: 43-0762599

3. The Employer certifies that the number of jobs on its payroll in Michigan as of November 15, 2019, the date of the Preliminary Agreement, was zero and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was zero.
4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.
5. The effective date of this Agreement shall be April 27, 2020.
6. The term of this Agreement shall be eight (8) years, expiring April 26, 2028, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.

**MICHIGAN NEW JOBS TRAINING AGREEMENT
PART II
EXHIBIT A**

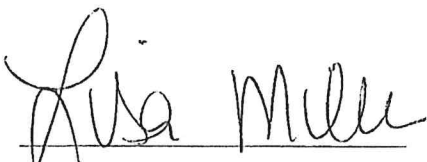
Estimated Budget

1.	Training	\$ 521,739
2.	Training Equipment	\$ 0
3.	Administrative Fee	\$ 78,261
	TOTAL	\$ 600,000

Final Costs

1.	Training	\$
2.	Training Equipment	\$
3.	Administrative Fee	\$
	TOTAL	\$

Acknowledged this 19th day of October 2026.



Lisa Miller, Business Support Manager
Hayes Manufacturing

Nick Nissley, President
Northwestern Michigan College

EXHIBIT B Tentative Training Program

I. Overview

A.	Estimated number of new jobs:	60 @ \$16.89+
B.	Expected date by which new jobs will be filled:	01/01/24
C.	Estimated costs of training:	\$521,739
D.	Expected begin date:	04/27/20
E.	Expected end date:	04/26/28

II. Description of Training

- Advanced Lean Practices and Concepts
- Personnel Management
- Machine Repair
- CNC Machine Programming
- Lead Auditor
- CPIM
- Harmonized System Classification
- Internal Auditor
- Machine Operator Maintenance
- Leaders System Development
- SHRM
- SolidWorks
- Root Cause Analysis
- AIAG Core Tools
- G&M Code Mill Program

III. Description of Training Equipment

EXHIBIT C

Employer Projections of Payroll and New Jobs Credit

Year of Agreement	Estimated Payroll of New Positions	Estimate of Diverted Payroll Taxes	Cumulative Diverted Payroll Taxes
1	\$1,764,706	\$ 75,000	\$ 75,000
2	\$1,764,706	\$ 75,000	\$150,000
3	\$1,764,706	\$ 75,000	\$225,000
4	\$1,764,706	\$ 75,000	\$300,000
5	\$1,764,706	\$ 75,000	\$375,000
6	\$1,764,706	\$ 75,000	\$450,000
7	\$1,764,706	\$ 75,000	\$525,000
8	\$1,764,706	\$ 75,000	\$600,000

Note: Although the term of this Agreement is eight (8) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.

IN WITNESS WHEREOF the College and Employer have caused this Agreement to be duly executed all as of the Effective Date.

NORTHWESTERN MICHIGAN COLLEGE

Name: _____
Nick Nissley

Title: President

Date: October 19, 2026

HAYES MANUFACTURING

Name:  _____
Lisa Miller

Title: Business Support Manager

Date: October 19, 2026

MICHIGAN NEW JOBS TRAINING AGREEMENT NJTP-136; AMENDMENT #8

This amendment between Northwestern Michigan College and RJG, Inc., dated October 19, 2026, amends the previous Agreement dated March 18, 2024. The Agreement increases the budget from \$470,000 to \$540,000.

PART I

1. “College” means Northwestern Michigan College of Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

Finance

Lindsey Lipke, Controller
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686
llipke@nmc.edu
231-995-1943

Training

Lisa Rollin, Senior Accountant
Michigan Manufacturing Technology Center
1001 Bay Street, Suite D
Traverse City, MI 49684
lrollin@nmc.edu
231-887-5100

2. “Employer” means **RJG Inc.** of Traverse City, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

Carrie Serrano
Accounting and HR Assistant
RJG Inc.
3111 Park Drive
Traverse City, MI 49686
Federal ID: 38-2888955

3. The Employer certifies that the number of jobs on its payroll in Michigan as of April 11, 2016, the date of the Preliminary Agreement, was 71 and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was 71.
4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.
5. The effective date of this Agreement shall be May 23, 2016 (the “Effective Date”).
6. The term of this Agreement shall be fifteen (15) years, expiring May 22, 2031, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.

**MICHIGAN NEW JOBS TRAINING AGREEMENT
PART II
EXHIBIT A**

Estimated Budget

1.	Training	\$ 469,565
2.	Training Equipment	\$ 0
3.	Administrative Fee	\$ 70,435
	TOTAL	\$ 540,000

Final Costs

1.	Training	\$
2.	Training Equipment	\$
3.	Administrative Fee	\$
	TOTAL	\$

Acknowledged this 19th day of October 2026.

Kirsten Dennis

Kirsten Dennis, HR Director
RJG Inc.

Nick Nissley, President
Northwestern Michigan College

EXHIBIT B

Tentative Training Program

I. Overview

A.	Estimated number of new jobs:	24 @ \$14.88 or higher
B.	Expected date by which new jobs will be filled:	04/11/19
C.	Estimated costs of training:	\$469,565
D.	Expected begin date:	07/01/16
E.	Expected end date:	05/22/31

II. Description of Training

- Systematic Molding
- Master Molder I
- Master Molder II
- Train-the-Trainer
- Sales Logix
- Database Software
- Inventory, Purchasing, and Order Process Software
- Systematic Injection Molding
- DiSC
- Injection Molding Essentials
- Building Leaders
- Negotiating Skills
- Project Management
- UX Strategist
- Leading with Intention
- UX Roadmaps
- Decoupling Molding
- IPC-A-610

III. Description of Training Equipment

EXHIBIT C

Employer Projections of Payroll and New Jobs Credit

Year of Agreement	Estimated Payroll of New Positions	Estimate of Diverted Payroll Taxes	Cumulative Diverted Payroll Taxes
1	\$ 847,059	\$ 36,000	\$ 36,000
2	\$ 847,059	\$ 36,000	\$ 72,000
3	\$ 847,059	\$ 36,000	\$ 108,000
4	\$ 847,059	\$ 36,000	\$ 144,000
5	\$ 847,059	\$ 36,000	\$ 180,000
6	\$ 847,059	\$ 36,000	\$ 216,000
7	\$ 847,059	\$ 36,000	\$ 252,000
8	\$ 847,059	\$ 36,000	\$ 288,000
9	\$ 847,059	\$ 36,000	\$ 324,000
10	\$ 847,059	\$ 36,000	\$ 360,000
11	\$ 847,059	\$ 36,000	\$ 396,000
12	\$ 847,059	\$ 36,000	\$ 432,000
13	\$ 847,059	\$ 36,000	\$ 468,000
14	\$ 847,059	\$ 36,000	\$ 504,000
15	\$ 847,059	\$ 36,000	\$ 540,000

Note: Although the term of this Agreement is fifteen (15) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.

IN WITNESS WHEREOF the College and Employer have caused this Agreement to be duly executed all as of the Effective Date.

NORTHWESTERN MICHIGAN COLLEGE

Name: _____
Nick Nissley

Title: President

Date: October 19, 2026

RJG INC.

Name: Kirsten Dennis
Kirsten Dennis

Title: Human Resources Director

Date: October 19, 2026

MICHIGAN NEW JOBS TRAINING AGREEMENT NJTP-251; AMENDMENT #2

This Amendment between Northwestern Michigan College and Shoreline Power Services Inc., dated October 19, 2026, amends the previous agreement dated July 7, 2026. This Amendment increases the budget from \$100,000 to \$240,000.

PART I

1. "College" means Northwestern Michigan College of Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

Finance

Lindsey Lipke, Controller
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686
llipke@nmc.edu
231.995.1143

Training

Lisa Rollin, Senior Accountant
Michigan Manufacturing Technology Center
1001 Bay Street, Suite D
Traverse City, MI 49684
llrollin@nmc.edu
231.887.5100

2. "Employer" means **Shoreline Power Services Inc.** of Williamsburg, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

Amanda Jerrett
Human Resources Manager
Shoreline Power Services Inc.
6724 East Railroad Commons
Williamsburg, MI 49690
Federal ID: 45-5250321

3. The Employer certifies that the number of jobs on its payroll in Michigan as of September 18, 2019, the date of the Preliminary Agreement, was 103 and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was 110.
4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.
5. The effective date of this Agreement shall be October 28, 2019.
6. The term of this Agreement shall be twenty (20) years, expiring October 27, 2039, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.

**MICHIGAN NEW JOBS TRAINING AGREEMENT
PART II
EXHIBIT A**

Estimated Budget

1.	Training	\$ 208,696
2.	Training Equipment	\$ 0
3.	Administrative Fee	\$ 31,304
	TOTAL	\$ 240,000

Final Costs

1.	Training	\$
2.	Training Equipment	\$
3.	Administrative Fee	\$
	TOTAL	\$

Acknowledged this 19th day of October 2026.


Amanda Jerrett
Human Resources Manager
Shoreline Power Services Inc.

Nick Nissley, President
Northwestern Michigan College

EXHIBIT B

Tentative Training Program

I. Overview

A.	Estimated number of new jobs:	62
B.	Expected date by which new jobs will be filled:	12/31/22
C.	Estimated costs of training:	\$208,696
D.	Expected begin date:	01/01/20
E.	Expected end date:	10/27/39

II. Description of Training

- Electrical Apprenticeship
- OSHA 10
- OSHA 30
- First Aid and CPR
- Aerial and Scissor Lift
- Journeyman Prep
- NEC and Michigan Code Update
- BICSI Copper
- FLIR Level I Electric
- OXOCWCE 300 Connect ACFE Certification
- Telligence

III. Description of Training Equipment

N/A

EXHIBIT C

Employer Projections of Payroll and New Jobs Credit

Year of Agreement	Estimated Payroll of New Positions	Estimate of Diverted Payroll Taxes	Cumulative Diverted Payroll Taxes
1	\$806,723	\$34,286	\$34,286
2	\$806,723	\$34,286	\$68,572
3	\$806,723	\$34,286	\$102,858
4	\$806,723	\$34,286	\$137,144
5	\$806,723	\$34,286	\$171,430
6	\$806,723	\$34,286	\$205,716
7	\$806,723	\$34,286	\$240,000

Note: Although the term of this Agreement is twenty (20) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.

IN WITNESS WHEREOF the College and Employer have caused this Agreement to be duly executed all as of the Effective Date.

NORTHWESTERN MICHIGAN COLLEGE

Name: _____
Nick Nissley

Title: President

Date: October 19, 2026

SHORELINE POWER SERVICES INC.

Name: 
Amanda Jerrett

Title: Human Resources Manager

Date: October 19, 2026

MICHIGAN NEW JOBS TRAINING AGREEMENT NJTP-292; AMENDMENT #2

This amendment between Northwestern Michigan College and Superior Physical Therapy, dated October 19, 2026, amends the previous Agreement dated September 25, 2023. This agreement increases the budget from \$170,000 to \$310,000.

PART I

1. "College" means Northwestern Michigan College of Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

Finance

Lindsey Lipke, Controller
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686
llipke@nmc.edu
231-995-1943

Training

Lisa Rollin, Senior Accountant
Michigan Manufacturing Technology Center
1001 Bay Street, Suite D
Traverse City, MI 49684
lrollin@nmc.edu
231-887-5100

2. "Employer" means Functional Dimensions, LLC, dba Superior Physical Therapy of Traverse City, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

Andrew Gorecki, Owner
Superior Physical Therapy
3899 West Front Street; Unit 3
Traverse City, MI 49684
andrewg@thesuperiortherapy.com
Federal ID No.: 80-0708066

3. The Employer certifies that the number of jobs on its payroll in Michigan as of December 15, 2020, the date of the Preliminary Agreement, was 17 and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was 17.
4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.
5. The effective date of this Agreement shall be June 28, 2021.
6. The term of this Agreement shall be ten (10) years, expiring June 27, 2031, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.

**MICHIGAN NEW JOBS TRAINING AGREEMENT
PART II
EXHIBIT A**

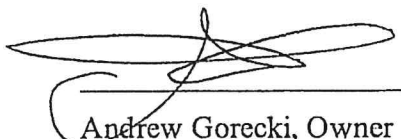
Estimated Budget

1.	Training	\$ 269,565
2.	Training Equipment	\$ 0
3.	Administrative Fee	\$ 40,435
	TOTAL	\$ 310,000

Final Costs

1.	Training	\$
2.	Training Equipment	\$
3.	Administrative Fee	\$
	TOTAL	\$

Acknowledged this 19th day of October 2026.



Andrew Gorecki, Owner
Superior Physical Therapy

Nick Nissley, President
Northwestern Michigan College

EXHIBIT B

Tentative Training Program

I. Overview

A.	Estimated number of new jobs:	13
B.	Expected date by which new jobs will be filled:	01/01/22
C.	Estimated costs of training:	\$269,565
D.	Expected begin date:	07/01/21
E.	Expected end date:	06/27/31

II. Description of Training

- Fellow of Applied Functional Science-Physical Therapy Orthopedic Training Specialty
- Continuing education for physical therapy topics including manual therapy, orthopedic certified specialist
- Gray Institute Certifications for physical therapists
- Billing Specialist
- Dry Needling
- Basics of Pain
- 3D MAPS
- CAFS
- Implicit Bias
- Functional Techniques

III. Description of Training Equipment

EXHIBIT C

Employer Projections of Payroll and New Jobs Credit

Year of Agreement	Estimated Payroll of New Positions	Estimate of Diverted Payroll Taxes	Cumulative Diverted Payroll Taxes
1	\$729412	\$31,000	\$ 31,000
2	\$729412	\$31,000	\$ 62,000
3	\$729412	\$31,000	\$ 93,000
4	\$729412	\$31,000	\$124,000
5	\$729412	\$31,000	\$155,000
6	\$729412	\$31,000	\$186,000
7	\$729412	\$31,000	\$217,000
8	\$729412	\$31,000	\$248,000
9	\$729412	\$31,000	\$279,000
10	\$729412	\$31,000	\$310,000

Note: Although the term of this Agreement is ten (10) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.

IN WITNESS WHEREOF the College and Employer have caused this Agreement to be duly executed all as of the Effective Date.

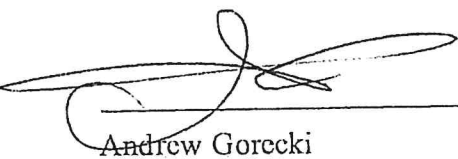
NORTHWESTERN MICHIGAN COLLEGE

Name: _____
Nick Nissley

Title: President

Date: October 19, 2026

FUNCTIONAL DIMENSIONS, LLC dba SUPERIOR PHYSICAL THERAPY

Name:  _____
Andrew Gorecki

Title: Owner

Date: October 19, 2026

COMPANY NAME			TOTAL	DATES				PROJECTED NET NEW JOBS
	GRANT NO.	NMC ACCT #	AWARD	PRELIM AGREEMENT	AGREEMENT	EXPECTED END	CLOSEOUT	
ACAT GLOBAL	NJTP-050	25808	\$ 30,994	04/03/13	04/22/13	04/30/20	2020	15
ADAPTIVE COUNSELING AND CASE MANAGEMENT, LLC	NJTP-152	25834	\$ 70,000	05/23/16	12/19/16	12/18/36		7
AJD FOREST PRODUCTS	NJTP-051	25809	\$ 32,000	03/12/13	04/22/13	04/30/20	07/10/20	2
ARMOR EXPRESS	NJTP-038	25803	\$ 93,000	11/13/12	12/17/12	12/31/19	05/15/17	29
BRITTEN BANNERS, INC.	NJTP-098	25819	\$ 255,975	02/03/14	08/25/14	12/31/19	06/11/19	17
BRITTEN DÉCOR, INC.	NJTP-xxx	258XX	\$ 70,000	12/04/14	04/20/15	05/31/20	07/27/16	0
BRITTEN INC.	NJTP-237	25845	\$ 282,650	12/26/18	05/20/19	05/19/34		100
BRITTEN METALWORKS, INC.	NJTP-115	25823	\$ 50,000	12/04/14	04/20/15	05/31/20	12/19/18	0
BRITTEN SERVICES, INC.	NJTP-xxx	258XX	\$ 150,000	09/11/14	04/20/15	05/31/20	07/27/16	14
BRITTEN WOODWORKS, INC.	NJTP-xxx	25825	\$ 70,000	02/12/15	04/20/15	05/31/20	2020	19
BULMANN ENTERPRISES	NJTP-195	25837	\$ 200,000	08/23/17	12/18/17	12/17/27		61
CBS SOLAR	NJTP-362	258XX	\$ 80,000	10/03/23	03/18/24	03/17/34		5
CEDAR RUN EYE CENTER	NJTP-193	25838	\$ 20,000	09/13/17	12/18/17	12/17/22	01/17/23	1
CENTURY EXTRUSION	NJTP-032	25804	\$ 30,000	11/08/12	12/17/12	12/17/17	03/28/18	4
CENTURY INC.	NJTP-012	25802	\$ 370,000	08/25/10	02/28/11	02/27/31		5
CENTURY INC.	NJTP-220	25842	\$ 125,000	07/26/18	09/24/18	09/23/28	PENDING	0
CHERRY CAPITAL FOODS, LLC	NJTP-128	25826	\$ 185,000	07/02/15	08/24/15	08/23/24	08/25/25	26
CHERRY REPUBLIC	NJTP-052	25810	\$ 650,000	01/07/13	04/22/13	04/21/33		47
CHERRY REPUBLIC	NJTP-219	25841	\$ 646,401	07/26/18	09/24/18	09/23/33		39
CULTURED FERMENTS COMPANY LLC	NJTP-344	258XX	\$ 50,000	12/18/22	02/27/23	02/26/33		7
EAR FAB AMERICAS INC.	NJTP-358	25XXX	\$ 200,000	09/05/23	09/25/23	09/24/33		10
EFULFILLMENT SERVICE	NJTP-161	25835	\$ 53,000	01/12/17	01/23/17	01/22/27		10
ELECTRO-OPTICS TECHNOLOGY INC.	NJTP-010	25801	\$ 500,000	03/08/10	12/15/10	12/31/20	08/14/20	44
ELECTRO-OPTICS TECHNOLOGY INC. (2017)	NJTP-192	25839	\$ 75,000	11/09/17	12/18/17	12/14/20	12/14/20	8
ELMER'S CRANE AND DOZER, INC.	NJTP-095	25820	\$ 306,795	02/01/14	08/25/14	08/24/34		126
ELMER'S CRANE AND DOZER, INC.	NJTP-250	25847	\$ 300,000	09/17/19	10/28/19	10/27/39		36
FOOD FOR THOUGHT	NJTP-343	258XX	\$ 100,000	12/21/22	02/27/23	02/26/33	10/28/25	0
GRAND TRAVERSE SENIOR LIVING LLC	NJTP-099	25821	\$ 60,000	02/13/14	08/25/14	12/31/19	2020	0
GREAT LAKES STAINLESS	NJTP-053	25811	\$ 134,000	01/16/13	04/22/13	04/21/33		18
GROCER'S DAUGHTER CHOCOLATE	NJTP-319	25XXX	\$ 83,750	04/29/22	06/27/22	06/26/32		8
HAGERTY	NJTP-077	25814	\$ 80,000	10/15/12	12/16/13	12/31/18	01/30/19	0
HAYES MANUFACTURING	NJTP-069	25815	\$ 26,000	11/12/13	12/16/13	12/31/20	2020	7
HAYES MANUFACTURING	NJTP-269	25850	\$ 600,000	11/15/19	04/27/20	04/26/28		49
IMAGE 360	NJTP-217	25844	\$ 25,000	01/23/18	09/24/18	09/23/23	09/23/23	0
IMM, INC.	NJTP-135	25828	\$ 10,000	03/01/16	05/23/16	05/22/21	04/12/21	6
INDUSTRIAL ARTS INSTITUTE	NJTP-148	25829	\$ 10,625	06/24/14	05/23/16	04/30/21	03/24/21	1
IRON FISH DISTILLERY LLC	NJTP-307	25853	\$ 180,000	09/23/21	12/20/21	12/19/31		15
ISENHART ELECTRIC LLC	NJTP-239	25846	\$ 100,000	11/05/18	05/20/19	05/19/27		8
JANTEC INC.	NJTP-320	25XXX	\$ 200,000	04/29/22	06/27/22	06/26/32		5
MATERNE NORTH AMERICA CORP.	NJTP-074	25816	\$ 260,000	06/26/13	12/16/13	12/15/26		67
MATERNE NORTH AMERICA CORP.	NJTP-252	25848	\$ 100,000	10/18/19	10/28/19	10/27/26		14
MORAN IRON WORKS	NJTP-039	25805	\$ 25,000	11/26/12	12/17/12	12/17/17	11/22/16	8
NAVEEGO INC./AUNALYTICS INC.	NJTP-232	25843	\$ 455,000	07/25/18	09/24/18	09/23/33		44
NEUCO FURNITURE & UPHOLSTERY	NJTP385	TBD	\$ 75,000	02/03/25	06/23/25	06/22/35		3
NORTHWEST MICHIGAN SURGERY CENTER, LLC	NJTP-xxx	28827	\$ 50,000	04/22/15	08/24/15	07/31/20	09/15/20	0
PLASCON INC.	NJTP-054	25812	\$ 70,000	03/14/13	04/22/13	04/30/20	2020	15
PRECISION EDGE SURGICAL PRODUCTS	NJTP-034	25806	\$ 35,000	10/12/12	12/17/12	12/16/17	03/26/18	12
PRESTON FEATHER BUILDING CENTERS	NJTP-145	25830	\$ 80,000	10/23/15	05/23/16	05/22/31		14
RJG INC.	NJTP-136	25831	\$ 540,000	04/11/16	05/23/16	05/22/31		24
RJG INC.	NJTP-277	25851	\$ 352,755	06/11/20	09/28/20	09/27/30	05/10/23	2
SHORELINE FRUIT	NJTP-035	25807	\$ 120,000	04/14/11	12/17/12	12/31/17	05/23/16	29
SHORELINE POWER SERVICES	NJTP-055	25813	\$ 800,000	03/18/13	04/22/13	04/21/33		90
SHORELINE POWER SERVICES	NJTP-251	25849	\$ 240,000	10/18/19	10/28/19	10/27/39		66
SKILLED MANUFACTURING INC.	NJTP-072	25817	\$ 160,000	10/18/13	12/16/13	12/31/18	10/29/18	38
SPRINGFIELD INC.	NJTP-194	25840	\$ 15,000	10/04/17	12/18/17	12/17/22	01/17/23	0
STONE HOUSE BREAD	NJTP-XXX	258XX	\$ 50,000	02/12/26	10/19/26	10/18/36		10
STRATA DESIGN	NJTP-137	25832	\$ 250,000	10/19/12	05/23/16	05/22/36		7
SUPERIOR PHYSICAL THERAPY	NJTP-292	25852	\$ 310,000	12/15/20	06/28/21	06/27/31		13
TAMARACK HOLDINGS	NJTP-146	25833	\$ 120,000	01/01/16	05/23/16	05/23/24	08/25/25	7
TENTCRAFT INC.	NJTP-070	25818	\$ 980,000	10/15/13	12/16/13	12/15/33		50
TENTCRAFT INC.	NJTP-171	25836	\$ 350,000	05/25/17	06/26/17	06/25/22	11/23/22	0
WARBIRD PROTECTION GROUP	NJTP-384	TBD	\$ 300,000	02/19/25	06/23/25	06/22/35		20
			\$ -					
TOTAL			\$ 12,342,940					1,282